



2025

# Sustainability Report



**For almost 60 years, Oriflame has been the choice of more than 3 million Beauty Entrepreneurs and members.**

## Our formula

Building a beauty business from the ground up is an exciting ambition, but it requires many different skills, and could involve financial outlay and risk.

A new beauty entrepreneur must build a brand, understand complex regulations and product claims, develop or source safe and credible formulas, manage sales and marketing, and set up financial and operational systems. These demands can make entrepreneurship feel out of reach.

### Oriflame makes entrepreneurship possible.

Our business success is built on a simple formula: we combine people's natural desire to improve their lives with an easier path into beauty entrepreneurship. In doing so, we help people unlock real and positive change.

We provide everything an aspiring Beauty Entrepreneur would otherwise need to build a business alone, including scientifically proven and award-winning products, a trusted global brand, digital tools, training, and a complete operational foundation. With our support,

people can launch and grow their own beauty business on their own terms.

For many people, this means enjoying our responsible beauty and wellbeing products for themselves and saving money in the process. For others, it means using our social selling model to earn an income and build a flexible business that fits their lifestyle.

Our model is proven, resilient and designed for today's digital and relationship-driven world. Built on trust, recommendations and accessibility, it offers low-risk entrepreneurship that strengthens local communities and helps people develop valuable skills. The value of local entrepreneurship is widely recognised; from the jobs it creates to the confidence and capabilities it helps build.

For almost 60 years, Oriflame has been the choice of more than 3 million Beauty Entrepreneurs and members.

Looking ahead, we are committed to continue building on this simple formula so that more people can access opportunity, grow their own business and create positive change in their communities.

# Content

<b>INTRODUCTION</b>	<b>4</b>	<b>RESPECT FOR NATURE</b>	<b>27</b>	<b>APPENDIX</b>	<b>73</b>
Sustainability highlights 2025 .....	4	Climate .....	28	Social key figures .....	74
CEO Statement .....	5	Forest .....	35	Certifications .....	83
This is Oriflame .....	6	Water .....	38	Listed impacts .....	84
Partnerships & industry collaborations .....	9	Formulations .....	42	SASB Index .....	86
Sustainability strategy .....	11	Packaging & waste .....	46	TCFD Index .....	87
Governance .....	12			GRI Index .....	88
Sustainability risks .....	13	<b>PEOPLE-POWERED COMMUNITY</b>	<b>55</b>	About this report .....	99
External assessments .....	14	People & culture .....	56		
Targets & results .....	15	Human rights .....	64		
		Consumer safety .....	70		
<b>OPPORTUNITIES FOR BEAUTY ENTREPRENEURS</b>	<b>17</b>				
Additional income .....	18				
Growth & development .....	22				
Community .....	25				

# Sustainability highlights 2025



All rinse-off products launched in 2025 – formulated to be biodegradable<sup>2</sup>



Over **600** tonnes<sup>6</sup> of recycled plastic, glass and metal used in product packaging in 2025

**97%** of first-tier external direct suppliers hold a valid **EcoVadis scorecard<sup>4</sup>** after undergoing a **sustainability assessment**

We continue to fund **climate action for all own GHG emissions<sup>5</sup>** this year through **project investment** in four of our markets

Recognised as **Climate Leader** in Europe by the **Financial Times** and Statista for the **fifth year** running



**100%** renewable electricity in all Oriflame-operated sites worldwide since **2018** through renewable electricity sourcing and certificates



More than **200** **vegan-certified<sup>3</sup>** products in our portfolio



Plastic consumption reduced by **34.5** tonnes through the expansion of our **refillable pouch** portfolio



**New Leadership programme** strengthening capabilities to address human rights risks and fostering a culture of performance and growth

More than **€152m** distributed to **Oriflame Beauty Entrepreneurs** and Members' globally in bonuses and other forms of recognition

**Science-based targets achieved** six years ahead of plan



<sup>1</sup>All Beauty Entrepreneurs and online customers who have placed at least one order within the previous three months.  
<sup>2</sup>To validate the biodegradability of our rinse-off products, at least 90% of carbon-based ingredients must be biodegradable in line with OECD guidelines or similar.  
<sup>3</sup>Certified with The Vegan Society™.  
<sup>4</sup>An assessment is considered valid if the supplier scores 45 or higher, and the assessment is valid for three years.  
<sup>5</sup>Including Scope 1, Scope 2, water, waste, employee business travel, selected logistics transport and Beauty Entrepreneur flights to global and regional conferences.  
<sup>6</sup>Internal packaging data (2025), covering recycled plastic, glass, and metals used in product packaging.

## CEO Statement

In 2025, our global community of more than three million Beauty Entrepreneurs and Members continued to inspire us with their passion, resilience and belief in the power of opportunity. Over the past five years, we have recognised their achievements with more than €1 billion in bonuses and rewards, reflecting the real impact of our community-led business model.



This year, we strengthened our support for our entrepreneurs through improved digital tools, training and the continued rollout of the Beauty Community Model, now active in almost 50 markets.

We also laid the foundations for future growth with a successful recapitalisation, supported by the af Jochnick family and our long-term investors. This investment strengthened our financial position and provided stability for the next phase of our transformation. At the end of 2025, we were pleased to welcome a new Chairman of the Oriflame Board, Robert Bensoussan, whose experience in global beauty will support our renewed strategic focus.

In 2025, we marked a meaningful step forward in how we craft our beauty and wellness products. We announced a new European production and sourcing strategy, working with a careful selection of high-end manufacturing partners who share our sustainability values, helping us accelerate innovation while maintaining quality, safety and responsible production.

Across the business, we continued to make progress on our long-term sustainability priorities. All new rinse-off products launched in 2025 were formulated to be biodegradable, in line with our commitment from the previous year. We increased our use of natural-origin and vegan-certified ingredients and expanded refill solutions across key categories, avoiding 34.5 tonnes of plastic. We also used more than 618 tonnes of recycled plastic and glass in our packaging and introduced

lighter, smarter packaging designs to reduce material use and emissions.

We were proud to be recognised for a fifth consecutive year by the Financial Times and Statista as a Climate Leader in Europe. We continued to source 100% renewable electricity for all our owned sites and supported climate projects focused on solar, wind and reforestation in China, India, Indonesia and Peru.

None of this progress would be possible without the people who shape Oriflame every day. In 2025, 74 employees completed our new Leadership Programme and received a diploma that reflects their commitment to growing as leaders. Our Beauty Entrepreneurs benefited from expanded capability-building programmes, and our employee and community volunteers supported reforestation efforts in the Tatra Mountains.

As we look ahead, our purpose remains clear. We aim to increase our positive impact on people's lives while reducing our impact on the environment. With a stronger financial foundation, a refreshed production strategy and a deeply committed community, we are well positioned for the future.

Thank you for your continued trust and support.

A handwritten signature in blue ink, appearing to read 'Anna Malmhake'. The signature is fluid and cursive.

**Anna Malmhake**  
Chief Executive Officer & President, Oriflame

## This is Oriflame

Founded in 1967, Oriflame is a global beauty and wellbeing company, present in more than 60<sup>1</sup> countries across Europe, Africa, Asia and Latin America. The company operates a social selling business model, providing a low-risk path to entrepreneurship.

Oriflame offers its community of 3 million Beauty Entrepreneurs and members<sup>2</sup> access to a wide portfolio of award-winning of beauty and wellness products, generating sales of €561 million in 2025.

Helping others has always been part of who we are. Today, two charitable foundations – the af Jochnick Foundation and the Jonas & Christina af Jochnick Foundation – own a significant share of Oriflame. Over the past 20 years, Oriflame’s success has helped finance the Foundations’ charitable work through dividends.

Both Foundations share a mission to help build better societies by supporting health, education and environmental initiatives worldwide.

### **The af Jochnick Foundation, founded 2004:**

Has supported more than 285 projects across 68 countries, helping to secure education for over 100,000 children. The Foundation has donated more than €68.4 million to initiatives that improve lives and protect the planet.

[www.afjochnickfoundation.com](http://www.afjochnickfoundation.com)

1. Oriflame has a local presence in each region through wholly owned sales companies in more than 50 markets. In 10 markets, Oriflame operates through franchise arrangements with local distributors rather than subsidiaries. These franchisees are not included in the scope of our sustainability reporting.

2. Members, independent Beauty Entrepreneurs and online customers who have placed at least one order within the past three months

### **The Jonas & Christina af Jochnick Foundation, established 2012:**

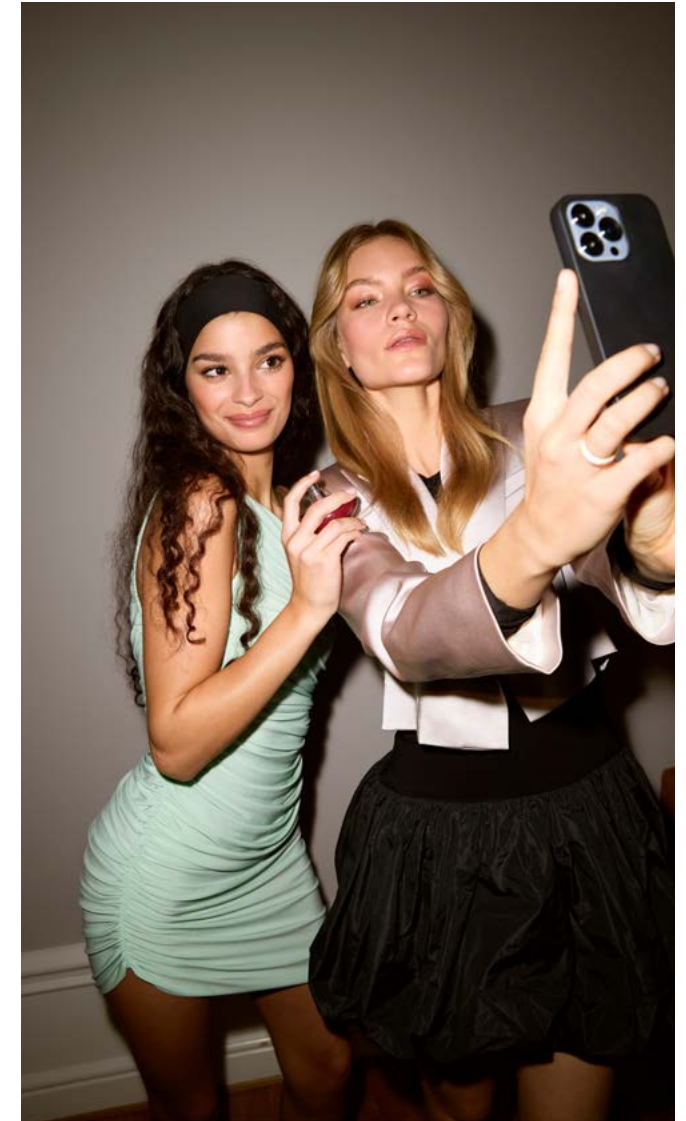
Has donated more than €30 million to 40+ global projects, focusing on long-term, sustainable impact in healthcare, education and environmental resilience.

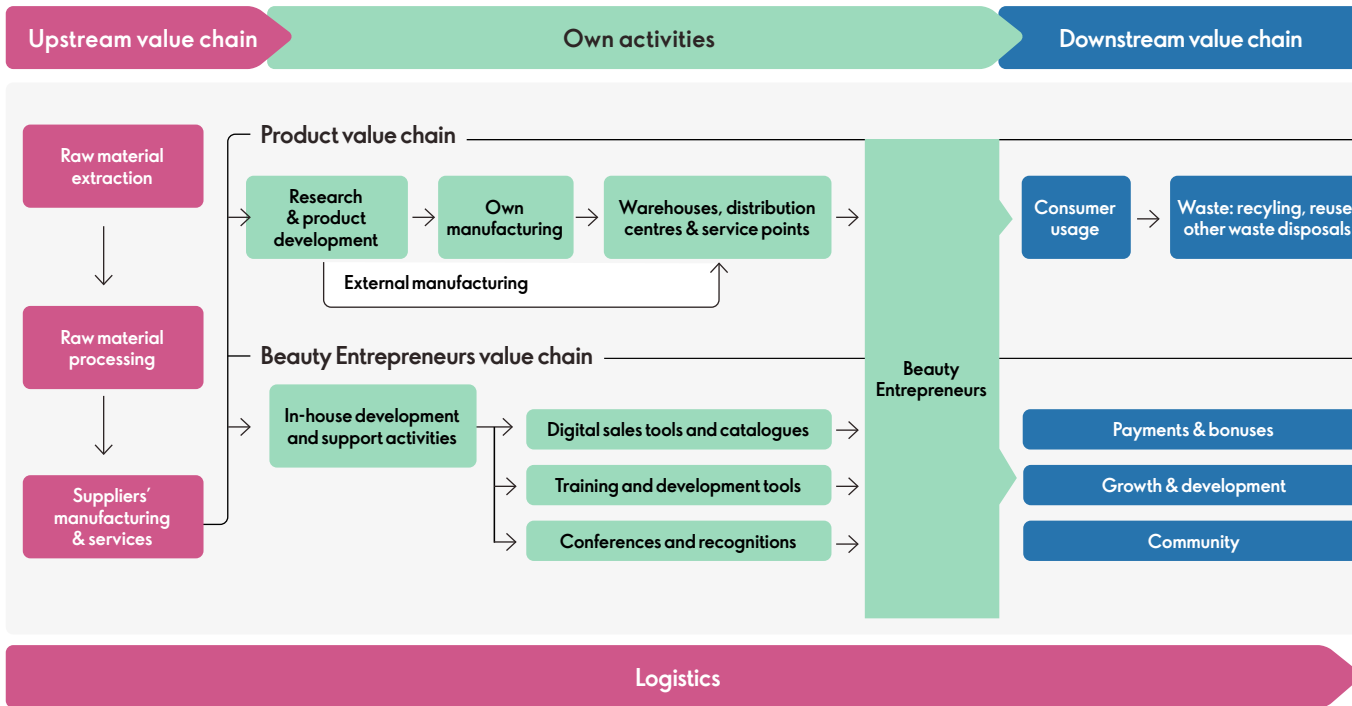
[www.jonasandchristinaafjochnickfoundation.com](http://www.jonasandchristinaafjochnickfoundation.com)

The spirit of giving back is embodied throughout Oriflame globally. Many of our market teams build partnerships with local charities, supporting entrepreneurship, women, children and environmental initiatives.

### **Business model**

Oriflame operates a social-selling business model, distributing its products through independent Beauty Entrepreneurs supported by a digital platform. Today, Oriflame is a highly digital business with around 99% of all orders placed online. Our approach centres on empowering Beauty Entrepreneurs to sell products, recruit customers and manage their businesses using the latest digital tools. Oriflame’s products are marketed and distributed by more than 3 million Beauty Entrepreneurs and Members located in more than 60 countries.





Oriflame's upstream and downstream value chain and own activities.

## Value chain

Our activities across our own operations as well as upstream and downstream value chain activities are described in the figure above.

## Product offering

Oriflame's product offering builds on almost six decades of expertise in skincare and cosmetics, as well as 25 years in wellness. We provide a broad range of high-quality products for everyday use at affordable prices. Our portfolio spans six categories: Skincare,

Colour Cosmetics, Fragrance, Personal & Hair Care, Accessories and Nutritional products.

## Sourcing and manufacturing

Approximately 71% of our product volumes are manufactured in our own production facilities. In 2025, we sourced around 134 million units, including finished goods from more than 50 global and regional suppliers. These products are shipped to Oriflame markets worldwide. Our main sourcing markets in 2025 were Poland, India, China, Germany and the United Kingdom.

## Significant changes to the organisation in 2025

- Oriflame ceased operations Belarus due to weaker performance and operational challenges.
- In 2025, Oriflame announced its plan to transition European production from its factory in Poland to a network of carefully selected, high-end European manufacturing partners, by the end of 2027.

## Our sales markets

We operate in the beauty and social-selling industry across about 60 markets, including markets operated by franchises and distributors, divided into four geographical areas.

## Sales regions

- Latin America
- Europe & CIS
- Türkiye & Africa
- Asia

## Corporate offices

Our global support offices are primarily located in Europe:

- **Corporate offices:** Schaffhausen (Switzerland) and London (United Kingdom)
- **Group support offices:** Dublin (Ireland), Luxembourg (Luxembourg), Olomouc (Czech Republic), Stockholm (Sweden) and Warsaw (Poland)

## Production facilities

Oriflame manufacturing division operates as Cetes Cosmetics and has five production facilities situated in three countries:

- **Kunshan, China** (Cosmetics)
- **Beijing, China** (Nutritional products)
- **Noida, India** (Cosmetics)
- **Roorkee, India** (Wellness & Cosmetics)
- **Warsaw, Poland** (Cosmetics)

## Global distribution centres

We have two Global Distribution Centres, located in Poland, Hungary and Portugal.



## Partnerships & industry collaborations

We are dedicated to enhancing our contributions to both people and the planet. A key approach to achieving this is through strategic partnerships and collaborations with organisations and businesses that align with our values. These partnerships serve a range of objectives, including addressing environmental challenges, promoting ethical business practices, and working collaboratively within our industry to ensure consumer safety, among other priorities.

### Cosmetics Europe

Oriflame is a supporting corporate member of Cosmetics Europe, the European trade association for the cosmetics and personal care industry. Through our membership in this association, we are actively supporting their work to change local laws to bring them into closer alignment with European regulations.

### Seldia, the European Direct Selling Association

Seldia's mission is to promote and represent, at the European level, the interests of its member associations and companies, as well as the voices of the sellers engaged in direct selling. Oriflame was one of the co-founding companies of Seldia's European and Swedish organisations and serves as a proactive

partner, supporting Seldia with industry input on sustainability topics, as well as recommendations for how to strengthen the ethical standards of the industry.

### World Federation of Direct Selling Associations

Oriflame is a member of both the World Federation of Direct Selling Associations (WFDSA) and the Direct Selling Association (DSA) in the countries where we operate. We have made the WFDSA and relevant local Direct Selling Associations' Code of Ethics and Rules of Conduct a part of our Beauty Entrepreneurs' terms and conditions.

### Forest Stewardship Council

As part of our commitment to sustainable sourcing of key forest raw materials, we aim to purchase certified or recycled paper-based and wood products. One of the forest certification schemes we work with is Forest Stewardship Council (FSC®), primarily for our wood products and paper packaging. FSC® develops standards for sustainable forestry and cooperates with relevant stakeholders for implementation.

### Friend of the Sea

To ensure that we are contributing to marine conservation, our Omega-3 fish oil capsules and any nutritional

product containing Omega-3, are sustainably certified by Friend of the Sea.

### The Vegan Society™

Oriflame has certified products with The Vegan Society™ for over 15 years. Beautanicals, Waunt, Wellosophy and Giordani Gold are examples of ranges where some or all of the products are certified with The Vegan Society™.

### Responsible Mica Initiative

The Responsible Mica Initiative (RMI) is a non-governmental organisation created to establish fair, responsible and sustainable mica supply chains by promoting responsible sourcing practices, and eradicating child labour and unacceptable working conditions. Oriflame has been a member since 2017.

### Energy Peace Partners and Prado Energy

Together with Energy Peace Partners and Prado Energy, Oriflame has procured solar mini-grids in an agrarian community in Nigeria. These solar mini-grids generate Peace Renewable Energy Certificates (P-RECs) – renewable energy certificates that allow companies to prove clean energy consumption, while creating a much wider positive social impact. Read more about this initiative in the [Climate section](#) of this Report.

## Other initiatives

### Roundtable on Sustainable Palm Oil

We have been a member of the Roundtable on Sustainable Palm Oil (RSPO™) since 2010. Our commitment on palm oil is communicated in our Annual Communication of Progress ([ACOP](#)).

### United Nations Global Compact

Oriflame has been a member of the United Nations Global Compact since 2010. Oriflame has recognised the importance of the UN's Sustainable Development Goals and is actively working to integrate these principles into our business activities. We communicate our progress on this in our annual Communication on Progress.

**Oriflame has been a member of the United Nations Global Compact since 2010.**



# Sustainability strategy

Our sustainability strategy builds on addressing our most material impacts and identified sustainability risks, whilst always respecting the rights of the people touched by our business across our value chain. We focus on taking action to increase the company's positive impact on people's lives, while reducing any negative impact on the environment. This is reflected in our three strategic focus areas: Opportunity for Beauty Entrepreneurs, Respect for Nature and People-Powered Community.

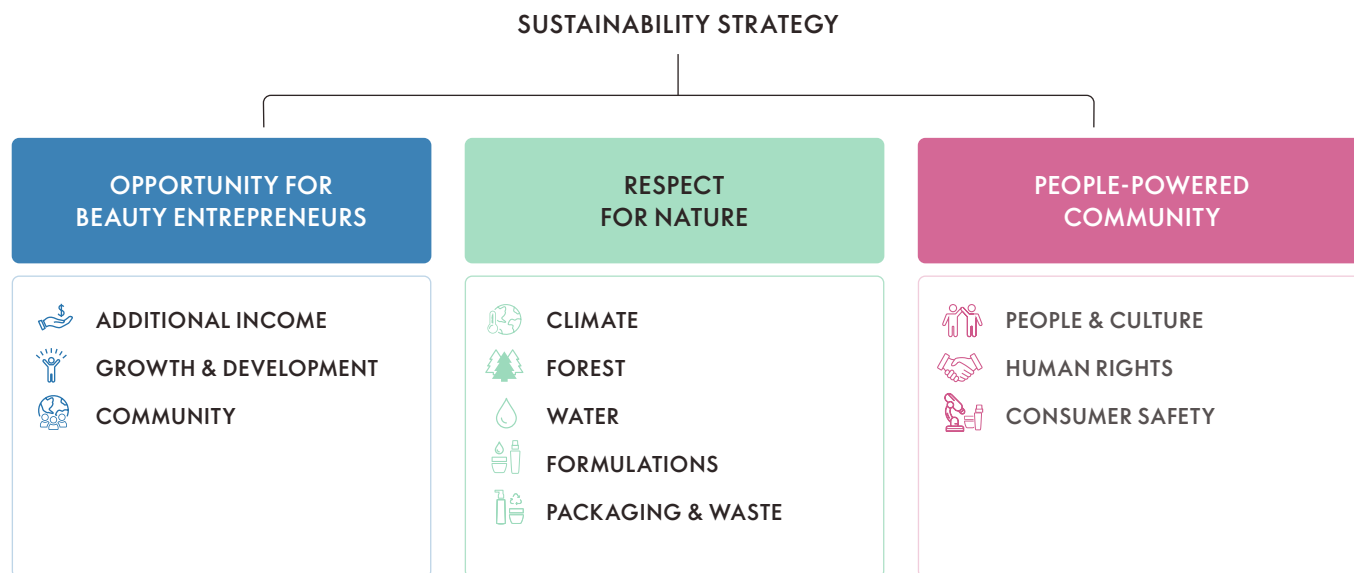
## Materiality

To strategically prioritise our actions, we must understand the materiality of our impacts. By doing so, we can reduce or avoid the activities that are contributing to the greatest negative impact, and focus on increasing activities that contribute to positive impact, whether on the planet or people's lives.

## Understanding our impact

To understand, assess and identify our material impact, we follow the process below:

**1. Assess and identify** – We assess and reassess our actual and potential impacts by engaging with our stakeholders as well as reviewing our business strategy and existing processes, industry reports, risk indexes, research by NGOs and other relevant institutions.



**2. Assess significance and prioritise** – To assess the significance of our impact, we engage with relevant stakeholders: both internal and external experts.

The significance of each impact is based on stakeholder emphasis, estimated scale and scope, likelihood, and the possibility of remediation. Impacts with potential negative effects on human rights are given extra weight. The impacts are then prioritised based on their significance.

**3. Review and report** – After grouping our impacts into topics, we ensure the final ranking corresponds to the qualitative insights gathered from stakeholders and

experts. The most material impacts are reviewed annually and form the basis of our sustainability strategy and external reporting.

## Strategy update

We are currently undergoing a significant operational transition, including the closure of our factory in Poland. As a result, we will revisit our double materiality assessment to ensure it reflects the updated business context, with the reassessment planned for 2026. Until then, our sustainability strategy will continue to be guided by the existing assessment outcomes.

# Governance

To manage our impacts on the economy, environment and people, we make sure sustainability is integrated into our governance structure.

## Board oversight

The ultimate responsibility for oversight of sustainability at Oriflame lies with the Board of Directors. In 2025, the Board assigned Alexander af Jochnick as the highest-level individual responsible for overseeing the sustainability impacts, risks and opportunities. Alexander af Jochnick has professional sustainability experience and was a founder of a sustainability consultancy. The Board of Directors oversees Oriflame’s sustainability strategy and sustainability targets, including our impacts on the economy, environment and people. In 2025, the Board of Directors had a sustainability session to update itself on sustainability strategy, obligations and achievements, including the review and approval of Oriflame’s sustainability strategy.

## Audit Committee responsibilities

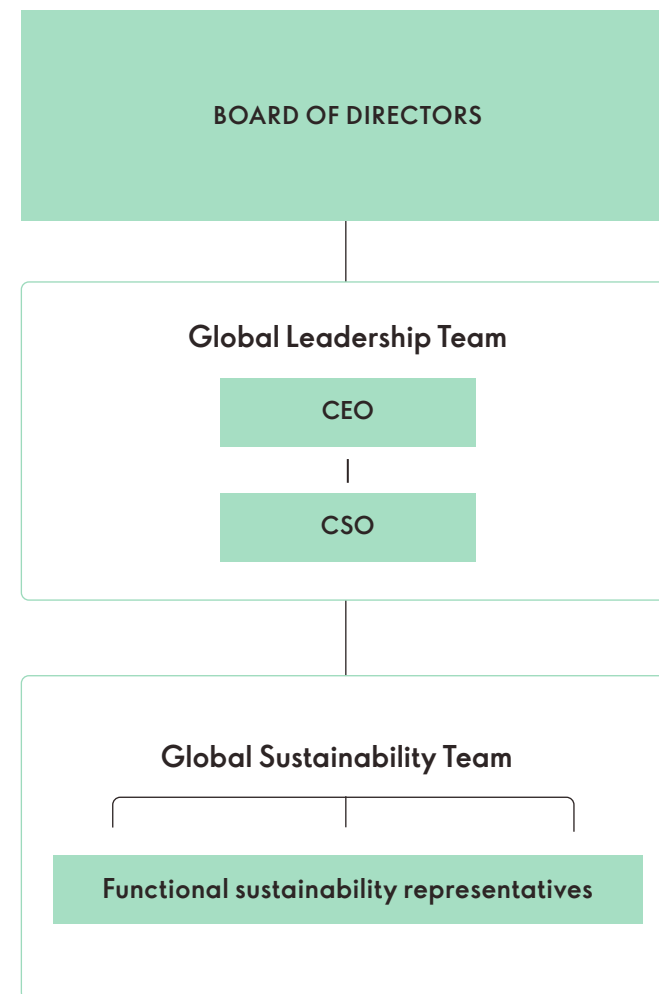
Among the responsibilities of the Audit Committee is to review the Group’s most material risks, to validate risk mitigation strategies and to monitor their effectiveness. Sustainability-risks are included in the scope of the Group’s risk assessments. A summary of the most material risks for the Group is available in the Annual Report.

## Management of impacts

The mandate to manage Oriflame’s impact on the economy, environment and people has been delegated to the Chief R&D, Sustainability & Communications Officer (CSO). The CSO has overall responsibility for Oriflame’s sustainability strategy and sustainability targets. The CSO directs the global sustainability team, which is responsible for identifying material topics, developing global targets, identifying key responsibilities, helping to set goals and targets, and monitoring and reporting progress externally. The team works with sustainability representatives across the organisation.

The CSO is part of the Global Leadership Team. Sustainability topics are scheduled into several of the team’s key meetings during the year, to inform and discuss relevant material issues. The CSO reports directly to the CEO. Bi-annual reports are submitted from the CEO to the Board of Directors on key sustainability topics.

For more information about our governance structure, see our Corporate Governance Report in the [2025 Annual Report](#). For more information about board member competence on sustainability, see section C4. Governance of Oriflame Holding Ltd’s [CDP Climate Questionnaire 2025](#).



## Sustainability risks

We assess our business activities to identify where we might generate negative impacts on the environment and on people. These assessments and their associated mitigation strategies are updated annually and approved by the Chief Sustainability Officer (CSO). The identified risks reflect an inside-out perspective and are presented in the table below. In addition, Oriflame analyses the sustainability-related risks that may materially affect our operations. These risks represent an outside-in perspective. Further details on these risks and corresponding mitigation strategies are available in the 2025 Annual Report.

Risk	Description	Mitigation
<b>Water – impact of Oriflame sites on water resources</b>	Oriflame operations may impact the quality of water through discharge of wastewater during the manufacturing process.	Four out of five of our own manufacturing sites operate effluent treatment plants, implement water reuse and usage efficiency measures, supported by water efficiency targets. At sites in water-stressed areas, we have implemented water-saving and groundwater replenishment initiatives. In addition, our laboratories follow strict procedures for the discharge of hazardous substances and waste, as well as cosmetic waste (creams and lotions). We are also phasing out our Polish factory, which will further reduce our impact on water resources. <a href="#">See the Water section for more details.</a>
<b>Water – impact of Oriflame products on water resources</b>	Some products require water during consumer use and may contain ingredients or by-products that could be harmful to the environment.	All new rinse-off products are formulated to be biodegradable, and only natural-origin exfoliants are used. See the <a href="#">Water</a> and <a href="#">Formulation sections</a> for more information.
<b>Forest – impact of Oriflame products on forest resources</b>	The use of forest-derived materials, such as wood, paper, palm oil, palm kernel oil and other natural raw materials, could contribute to deforestation.	The Oriflame Forest Commitment outlines our approach to secure responsible supply chains for our use of forest-derived ingredients. See the <a href="#">Forest section</a> for more information about our implementation strategy.
<b>Climate – direct and indirect climate impact</b>	Oriflame generates greenhouse gas (GHG) emissions from its own operations (Scope 1 and 2) and value chain (Scope 3), contributing to climate change.	We have 2030 climate targets, approved by the Science Based Targets initiative, and have implemented multiple emission reduction measures. See the <a href="#">Climate section</a> for more information.
<b>Corruption and bribery</b>	Oriflame operates in markets where the risk of corruption is high.	Oriflame has a zero-tolerance policy towards active or passive corruption, as defined in our Code of Conduct and Supplier Code of Conduct. This is supported by policies, control systems, reporting mechanisms, and human rights risk assessments when entering new markets. For more information, see the <a href="#">Human Rights section</a> .
<b>Occupational health and safety</b>	Oriflame employees may be exposed to occupational health and safety risks, particularly in manufacturing, warehouse and laboratory environments.	Health and safety management systems include training, audits, incident reporting and investigation, and risk-reduction initiatives. See the <a href="#">People and Culture section</a> for more details.
<b>Human rights of employees</b>	With around 2,860 employees worldwide, Oriflame must ensure that the human rights of our global workforce are respected.	A zero-tolerance policy for any form of harassment or discrimination is implemented through our Code of Conduct, policies and control systems, reporting and investigation mechanisms for employees, and by conducting human rights risk assessments when entering new markets. Learn more in the <a href="#">People &amp; Culture section</a> .
<b>Human rights at suppliers</b>	Oriflame suppliers may violate human rights legislation, or fail to comply with the human rights provisions outlined in our Supplier Code of Conduct.	We are committed to the protection of human rights across our value chain. This is managed through our Supplier Code of Conduct, our Responsible Sourcing Programme, EcoVadis assessments and sustainability audits. We specifically address high-risk issues such as child labour, including in mica supply chains, through targeted due diligence and dedicated programmes. See the <a href="#">Human Rights section</a> for more information.
<b>Consumer safety</b>	Oriflame products may expose consumers to health and safety risks.	All ingredients and formulations, including nutritional formulations, undergo comprehensive safety assessments. Independent laboratories conduct product testing on adult human volunteers. Read more in the <a href="#">Consumer Safety section</a> .

## External assessments

### Climate Leader

In 2025, for the fifth-year running, Oriflame was recognised as one of 500 Climate Leaders in Europe by the [Financial Times](#) in partnership with Statista. The companies listed achieved the greatest reduction in their Scope 1 and 2 GHG emissions intensity over a five-year period and are committed to reduce their emissions further.

### CDP

We report our climate- and forest-related risks annually to CDP, a global disclosure system to manage environmental impact. In 2025 we scored B in the climate category and B in the palm oil category which reflects taking coordinated action on climate and forests issues. In the timber category we scored A- which reflects current best practice.

### EcoVadis

Our manufacturing site in Poland was awarded the EcoVadis Platinum medal in their sustainability rating in 2025. This medal ranks our Polish site in the top 1% of all companies across industries, rated by EcoVadis in the previous 12 months.

### Green buildings

Our manufacturing site in Roorkee, India has been LEED® certified since 2015. LEED® is a green building certification recognising best-in-class sustainable building practices.

### Roundtable on Sustainable Palm Oil

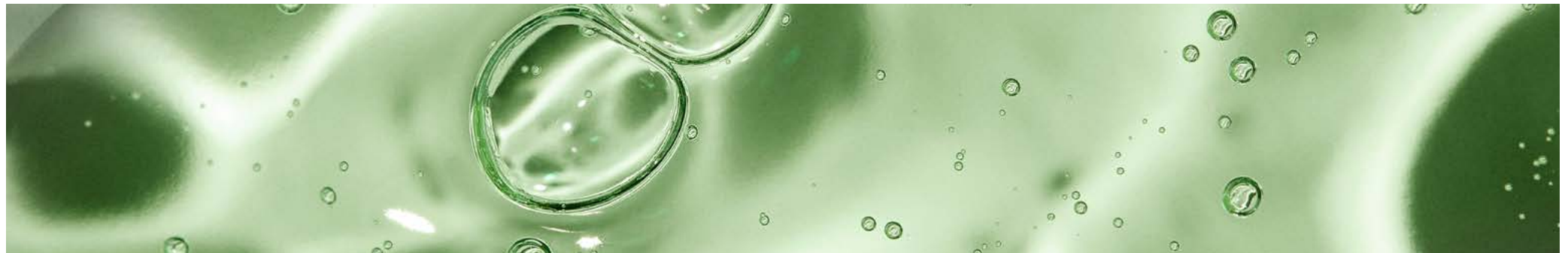
The Roundtable on Sustainable Palm Oil (RSPO™) credited Oriflame with a Shared Responsibility Scorecard of 9 out of 10 points. The average for our sector is a score of 5.0.

### Science Based Targets initiative

Our climate targets were approved by the Science Based Targets initiative (SBTi) in 2021 as consistent with the levels required to meet the goals of the Paris Agreement. The SBTi is a partnership between CDP, the United Nations Global Compact, the World Resources Institute (WRI) and the World Wildlife Fund (WWF).

### Sedex Member Ethical Trade Audit

In 2023, our manufacturing site in Poland passed an audit against the four pillars of Sedex Members Ethical Trade Audit, SMETA: labour standards, health and safety, the environment, and business ethics. No non-compliances were reported. A full list of the certifications of our manufacturing sites is available in the Appendix.



## Targets & results

Impact topic	KPI	Unit	Base year	2025 Results	Goal	Comment
Beauty Entrepreneurs	Designating 25% of our total annual sales to payments and bonuses distributed to our Beauty Entrepreneurs.	Bonuses and pay-outs to Beauty Entrepreneurs	Year on year	27%	25%	Achieved
	Provide our Beauty Entrepreneurs, most of whom are women, with online and offline training to build sales, marketing and beauty skills.	Number of markets	Year on year	All markets (50)	All markets	Achieved
Climate	% absolute reduction in Scope 1 and 2	Tonnes of CO <sub>2</sub> e	2019	-52%	-50% by 2030	Achieved
	% relative reduction in Scope 3 <sup>1</sup>	Tonnes of CO <sub>2</sub> e/million unit sold	2019	14%	-22% by 2030	In progress
	% relative reduction in energy consumption at manufacturing sites <sup>2</sup>	MWh/manufactured unit	2019	+78%	-10% by 2030	More to do
	Number of refrigerants with a GWP factor higher than 750 replaced at manufacturing sites <sup>2</sup>	Number of refrigerants	2019	1/9	9/9 by 2030	More to do
Forest	% sourced sustainably (FSC®/PEFC) or recycled paper-based products <sup>3</sup>	Tonnes	2023	95%	100% by 2025	In progress
	% certified (Mass Balance) palm <sup>5</sup>	Tonnes	2021	77%	100% by 2025	In progress
Water	% relative reduction in water withdrawal at manufacturing sites <sup>2</sup>	m <sup>3</sup> /manufactured unit	2019	20%	-10% by 2030	More to do
	% new rinse-offs formulated to be biodegradable	Number of products launched	2023	100	100% by 2025	Achieved

1. Includes greenhouse gas emissions from purchased goods and services, upstream transportation and distribution, waste generated in operations, employee business travel, downstream transportation and distribution, use of sold products and downstream leased assets.

2. Includes four of our own manufacturing sites in Poland, India and China. Our factory in Beijing, China is excluded.

3. Includes global primary paper, packaging, labels and catalogues. The methodology for calculating the target is collected from supplier invoices providing FSC® or PEFC specified materials on sample invoices from 2025.

4. Includes accessories and cosmetics with wood-based products as part of the primary product

5. Includes palm oil, palm kernel oil, and, their derivatives (excluding fragrance oils and nutritional products) used in our own production and from certain subcontracted suppliers.

Impact topic	KPI	Unit	Base year	2025 Results	Goal	Comment
Formulations	% products containing ingredients on the REACH SVHC candidate list <sup>6</sup>	Revenue from products	2021	9%	0% by 2030	In progress
Packaging & Waste	% recycled PET plastic in product packaging	Sold product weights	2023	48%	80% by 2030	In progress
	% recycled glass in product packaging	Sold product weights	2023	13%	25% by 2030	In progress
	% recyclable, refillable or reusable product packaging	Sold product weights	2023	72%	100% by 2030	In progress
	Reduce overall weight of packaging materials	N/A	2023	N/A	Year on year	Methodology to be developed
	% recycled waste (excluding hazardous waste) generated at manufacturing sites <sup>7</sup>	Tonnes	2019	90%	100% by 2030	In progress
	% waste to landfill from manufacturing sites <sup>2</sup>	Tonnes	Year on year	<1%	0%	Achieved
People & Culture	% of minority gender represented in Global Leadership Team	Number of FTE employees	Year on year	50%	40% of minority gender	Achieved
Consumer Safety	No recalls of products due to safety issues	Number of products	Year on year	0	0	Achieved
	No fines or penalties due to non-compliances	Fines or penalties	Year on year	0	0	Achieved

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5. Includes palm oil, palm kernel oil, and, their derivatives (excluding fragrance oils and nutritional products) used in our own production and from certain subcontracted suppliers.

6. SVHC stands for Substances of Very High Concern.

7. In our own production



# Opportunities for Beauty Entrepreneurs

This chapter focuses on our Beauty Entrepreneurs and the business opportunity provided by Oriflame. Those who chose to join us have the chance to build their own beauty business on their own terms. By becoming part of Oriflame, Beauty Entrepreneurs can develop valuable skills, grow both personally and professionally, and connect with a local and international community of people who share their interests.

This chapter outlines the way we seek to inspire, empower and support those who choose to join our global community.

## Additional income

Oriflame offers people around the world a modern opportunity to earn additional income.

Many Beauty Entrepreneurs combine their Oriflame activities with another job, family responsibilities or studies. Even a small addition to income can make a meaningful difference, whether it helps to cover daily expenses, save for the future or treat family members.

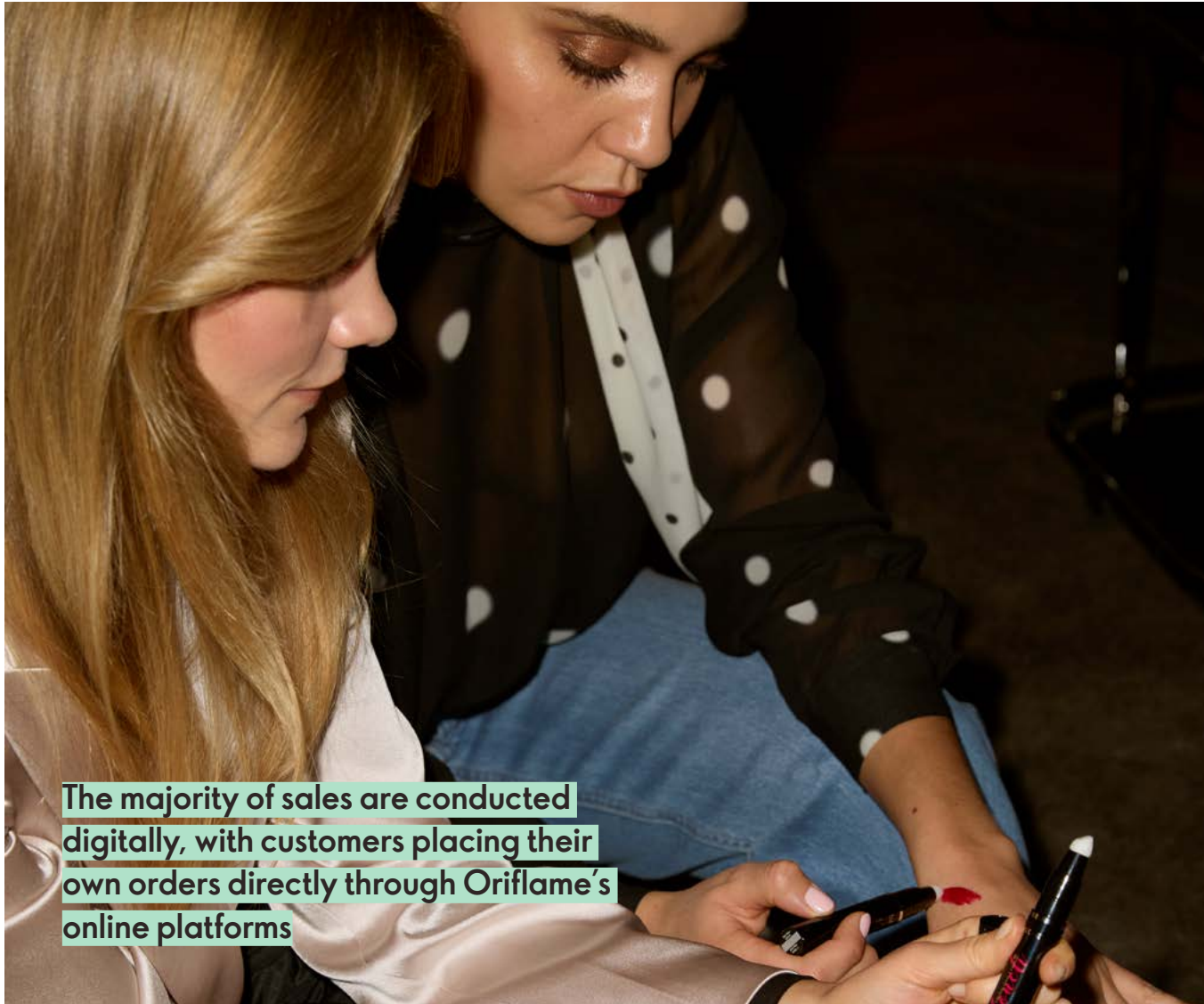
A smaller group becomes highly successful and develops Oriflame into their main source of income. These individuals typically achieve strong results by building active customer communities, developing others, coaching their team members and consistently enhancing their leadership skills.

Regardless of their level of involvement of the member, our ambition is to provide a flexible earning opportunity<sup>1</sup> that has a positive and genuine impact on people's lives.



Commitment	Processes or guidelines	Potentially impacted part of value chain	Sustainable Development Goal
We want our Beauty Entrepreneurs to recognise Oriflame as a good opportunity to earn an additional income and experience more freedom and flexibility in their life	<ul style="list-style-type: none"> <li>• Oriflame Success Plan &amp; Beauty Community Model</li> <li>• Beauty Community NPS</li> <li>• Product Review Platform</li> <li>• Digital content and integrated suite of attractive and modern business tools</li> </ul>	Own activities: Oriflame Beauty Entrepreneurs	<b>8 DECENT WORK AND ECONOMIC GROWTH</b> 

<sup>1</sup> The business opportunity offer may differ from market to market due to local regulatory and other reasons



**The majority of sales are conducted digitally, with customers placing their own orders directly through Oriflame's online platforms**

## How Beauty Entrepreneurs earn

People join Oriflame for many reasons. The majority start by joining as a member and purchase products for their own personal use. As Oriflame only sells its products either online to members or via independent Beauty Entrepreneurs, we cut out the middle man and pass discounts on our award-winning products directly to them.

For those interested in becoming a Beauty Entrepreneur, they have the opportunity to earn income from the sale of Oriflame products. Earnings are always based on actual product sales. No money is ever paid for simply inviting or registering people, nor for expanding a team without underlying sales activity. This is a fundamental principle of our business model.

Beauty Entrepreneurs who build and support a group of active sellers can earn additional compensation linked to the sales generated within their group. These earnings reflect leadership behaviours such as training, supporting and activating their community.

In 2025, Oriflame distributed €152 million to Beauty Entrepreneurs. Over the past five years, the company has provided more than €1 billion in rewards to its community. This amount includes commission payments, cash awards and participation in international and domestic conferences.

The majority of sales are conducted digitally, with customers placing their own orders directly through Oriflame's online platforms, which means Beauty Entrepreneurs do not need to handle inventory, deliveries or payments.

## Easy to start

Starting an Oriflame business requires only a small joining fee (not in all markets), which provides access to a digital starter kit with onboarding and training, a personal online shop, motivational events, beauty and business insights, and a suite of digital business tools.

Beauty Entrepreneurs do not need to invest in web development, marketing materials, product packaging or shipping solutions. These elements are provided directly by Oriflame, lowering the barriers to starting and operating an online beauty business.

## Beauty Entrepreneur satisfaction

We want our Beauty Entrepreneurs to view Oriflame as a valuable and attractive opportunity. Since 2017, we have measured satisfaction in all markets using the Net Promoter Score (NPS). This gives us clear insights into their experience, expectations and perception of aspects such as product quality, support and earnings. By the end of 2025, the NPS had increased to its highest level in several years, and satisfaction with the Business Opportunity also showed a positive upward trend.

## Marketing and sales tools

### Digital enablement and inclusive entrepreneurship

Digital innovation is central to how Oriflame empowers people to build flexible, independent businesses. Our digital ecosystem is designed to be accessible,

mobile-first and easy to use, enabling entrepreneurs to participate in the beauty and wellbeing economy with low barriers to entry.

In 2025, digital adoption continued to strengthen, with more than 99% of orders placed through our website and mobile applications. This continued trend not only improves efficiency and scalability but also reduces reliance on paper-based processes while increasing access across markets.

### An integrated digital ecosystem

Our core platforms provide structured support across every stage of the entrepreneurial journey:

- **Mobile Office** serves as the primary online business hub, offering training, reporting, performance insights and operational tools in one centralised platform.
- **The Oriflame Business App** enables goal tracking, reward monitoring and team development through a simplified mobile interface, supporting entrepreneurs to manage and grow their businesses anytime, anywhere.
- **The Oriflame Sharing App** functions as a dynamic content and engagement platform, combining brand-provided materials with AI-powered content creation tools. With more than 10,000 daily users, it supports authentic digital engagement and responsible social selling.

Gamification features embedded within our platforms encourage consistent learning, goal setting and

recognition, reinforcing sustainable business habits and long-term engagement.

### Expanding access through digital inclusion

By prioritising intuitive design, mobile accessibility and multilingual content, our tools help lower the threshold for entrepreneurship. Individuals can start and grow a business without the need for physical premises or significant upfront investment.

Our digital infrastructure enables community members to connect with customers through social media, manage their operations remotely, and access continuous learning opportunities, regardless of geography. In doing so, we promote inclusive economic participation and help create pathways to income generation that are flexible, scalable and adaptable to different life stages.

Through continued investment in secure, responsible and user-friendly technology, we strengthen both individual opportunity and the resilience of our global community.

**We want our Beauty Entrepreneurs to view Oriflame as a valuable and attractive opportunity.**



BEAUTY ENTREPRENEUR PROFILE

## Gerelchuluun Otgontuya & Batbayar Otgonbayar, Mongolia

**Gerelchuluun Otgontuya began her Oriflame journey as a teenager, motivated by a desire for independence.** “I wanted to earn my own money rather than rely on my parents,” she recalls. What began as a practical choice soon grew into a long-term opportunity. As her confidence increased, she encouraged her husband, Batbayar, to explore the business as well. Together, they set clear goals for their young family: “We wanted to build our life through our own efforts,” says Otgontuya. “Buying our car and our apartment were big dreams for us.”

Although they work closely as a couple, each maintains their own distributor number and income. **Otgontuya focuses on skincare and wellness**, inspired by her own teenage skin concerns. “When I tried Love Nature and saw real results, it gave me the confidence to recommend products to others,” she says. Today she uses her story, skin analysis tools, and online education to support young people starting out on their own beauty journeys.

“I introduce people to Oriflame’s fragrances and show how easily they can be delivered directly to the customer”

**Batbayar has built deep expertise in fragrance.** “I run my business completely online,” he explains. “Through Instagram and Facebook, I introduce people to Oriflame’s fragrances and show how easily they can be delivered directly to the customer.” His digital-first approach has allowed him to reach customers across the country.


Their approach is guided by what they call the “R Method,” which focuses on **real stories, real results, and real relationships**. “Our team brings new ideas and motivation,” says Otgontuya. “That shared energy keeps us moving forward.”

In just three years, they have travelled internationally, joined numerous team events and purchased their dream car. Their first global Oriflame event in Abu Dhabi was a turning point. “It showed us we made the right choice,” says Otgontuya.

## Growth & development

Our Beauty Entrepreneurs come from a wide range of backgrounds, but many share a strong interest in personal development. Oriflame supports this through both online and in-person training. The aim is to build strong product knowledge and strengthen skills in sales, marketing and leadership. For many, working with Oriflame contributes not only to financial improvement but also to increased confidence, empowerment and a sense of achievement.



Commitment	Processes or guidelines	Potentially impacted part of value chain	Sustainable Development Goal
<p>Provide our Beauty Entrepreneurs, most of whom are women, with online and offline training to build sales, marketing and beauty skills</p>	<ul style="list-style-type: none"> <li>• Mobile Office – The Perfect Start</li> <li>• E-learning, and certified trainings</li> <li>• Local training events and meetups on different topics</li> </ul>	<p>Oriflame Members and Beauty Entrepreneurs</p>	
<p>We want our Beauty Entrepreneurs to recognise Oriflame as a good opportunity to learn and develop and as a result perceive that they have:</p> <ul style="list-style-type: none"> <li>• Become more confident</li> <li>• Improved their self-esteem</li> <li>• Improved their skills</li> </ul>	<ul style="list-style-type: none"> <li>• Advancement in the Oriflame Success Plan/Beauty Community model</li> <li>• Community &amp; Entrepreneurship in Oriflame</li> </ul>		<p><b>5 GENDER EQUALITY</b></p> 

## Training and tools

We provide a broad range of training options across all our markets including:

- Online and in-person sessions
- Local initiatives such as Fragrance Parties and Beauty Insider events
- Certification programmes, including the popular Welosophy wellness-related modules
- International and national conferences that provide hands-on product experiences and industry insights

## International conferences

A major highlight of the Oriflame calendar are the annual international conferences, which bring together the top Beauty Entrepreneurs from around the world. In 2025, Oriflame organised global conferences including in Innsbruck, Lisbon and Abu Dhabi, attended by almost 2,000 participants of more than 30 different nationalities. These global events are replicated on a national level in many of the countries Oriflame operates in.

## Community & Entrepreneurship in Oriflame (CEO)

In 2025, CEO replaced Oriflame Academy as our core approach to capability building. CEO brings together tools, training and coaching in one simple and intuitive package, and was co-created with many of our top-performing Beauty Entrepreneurs globally. This reflects Oriflame's culture of openness, collaboration and willingness to share best practices. Our leaders contribute actively to the creation of shared tools and content, which strengthens the entire community.





## Nicoleta Militaru, Romania

BEAUTY ENTREPRENEUR PROFILE

**When Nicoleta reflects on her journey, she often begins with the promise she made to herself as a child.** *"I grew up with many needs and very little," she says. "The hardest part wasn't going without, but knowing my parents simply couldn't give more. I promised myself that one day my children would never face that."* Today, at 38, a wife and mother of two boys aged 18 and 13, Nicoleta has turned that childhood promise into both purpose and a profession.

**Her journey with Oriflame started almost three years ago.** By her third campaign she had reached a significant milestone and soon afterwards achieved Sapphire Director status, a title she is most proud of.

Nicoleta adds: *"I wanted freedom. I never saw my future as an employee. I wanted to grow, to learn, and to build something real."* After trying another company without finding what she sought, discovering Oriflame felt like a turning point. *"Here, I found my happy place."*

What makes her success especially meaningful is that she works alongside her family. She adds *"I run*

*my Oriflame business with my husband, who is fully involved, and also with my son. I want him close, and I want him to learn that he can build his own future."*

Her path has been defined by action. She organised coffee meetings, planned events, and travelled hundreds of kilometres to support people who wanted change. *"Success means getting out, listening, and being present," she says. "We don't complain. We find solutions."*

For Nicoleta, **the true reward is seeing others thrive.** She recalls a director who, in tears, shared that her Oriflame bonus helped her to take her children on their first mountain trip.


*"Moments like that show me this work is bigger than titles," she says. "I once chased a better life for my children. Now I help other families do the same."*

**Moments like that show me this work is bigger than titles**

# Community

Starting your own business can be quite challenging and lonely at times. We believe that sharing the journey helps make our Beauty Entrepreneurs better equipped to succeed with their business. Beyond a potential way to earn money – Oriflame provides Beauty Entrepreneurs with a platform to meet people, build friendships, learn together and experience being part of a supportive community. Beauty Entrepreneurs can build their business and have fun while they are doing it – they even have the possibility to travel with Oriflame to conferences at locations around the world and celebrate their success together.



Commitment	Processes or guidelines	Potentially impacted part of value chain	Sustainable Development Goal
<p>We want our Beauty Entrepreneurs to recognise Oriflame as a good environment for meaningful and fun activities, making new friends and feeling that they are part of a community</p>	<ul style="list-style-type: none"> <li>• Global and local conferences</li> <li>• Local meetups and gatherings</li> <li>• Oriflame’s online community</li> </ul>	<p>Oriflame Beauty Entrepreneurs</p>	<p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p> 

## Local community

Beauty Entrepreneurs joining Oriflame become part of a local community in their market and are invited to events, meetings and training sessions. They have many possibilities to build a strong network and connect with others who share their passion for wellbeing and beauty, support and learn from each other, and engage in inspiring and meaningful activities together.

Beauty Entrepreneurs often arrange smaller gatherings for their network, as well as individual one-to-one meetings with members of their network. Most Beauty Entrepreneurs are connected through local and global social media channels and networks, where they can discuss and support one another in their day-to-day business activities and help everyone to succeed.

## Community Events Hub

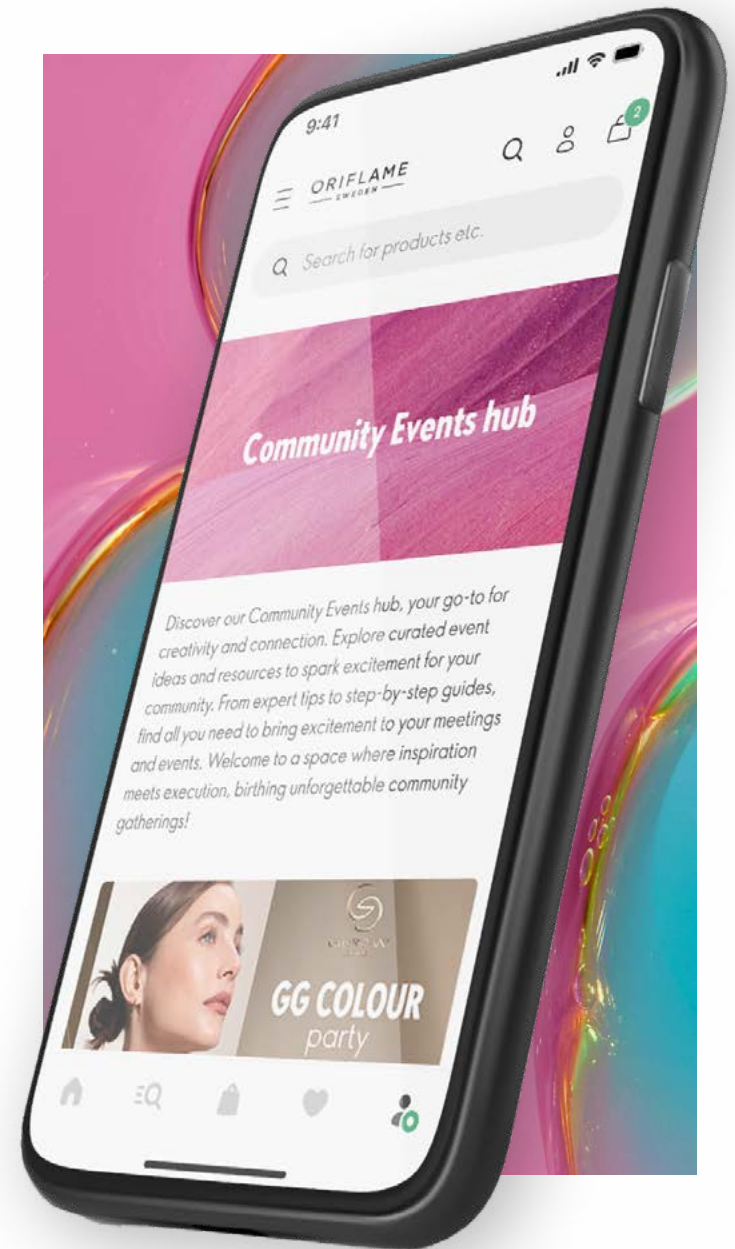
To support our Beauty Entrepreneurs in building their own communities through engaging meetings and gatherings, they are supported with ideas and inspiration from our Community Events Hub in Mobile Office. The Community Events Hub provides step-by-step guidance and inspiration for creating themed community events, helping Beauty Entrepreneurs to get to know and expand their community by hosting events and sharing knowledge about Oriflame products and the beauty industry.

## Some examples of events offered at the Hub include:

- Running Club: Organise your own Wellosophy Sprint
- Fragrance Party: Enjoy blind testing or tailored fragrance recommendations
- Giordani Gold Party: Learn how to master any makeup look

## Global beauty community

As a long-term motivation and incentive to grow their business, Oriflame rewards Beauty Entrepreneurs who managed to grow their business to certain thresholds with the possibility to travel to our award-winning regional and global conferences. At the conferences, Beauty Entrepreneurs from all over the world are invited to come together to share their success stories, inspire each other and recognise and celebrate their successes. Conferences also provide the possibility for Beauty Entrepreneurs to learn more about the Oriflame brand and product ranges and get valuable support from beauty and business experts. For some of our Beauty Entrepreneurs, travelling to their first Oriflame conference is their first reason to get a passport and their first opportunity to cross the border of their home country. Some even qualify to bring their family with them while travelling the world together with Oriflame.



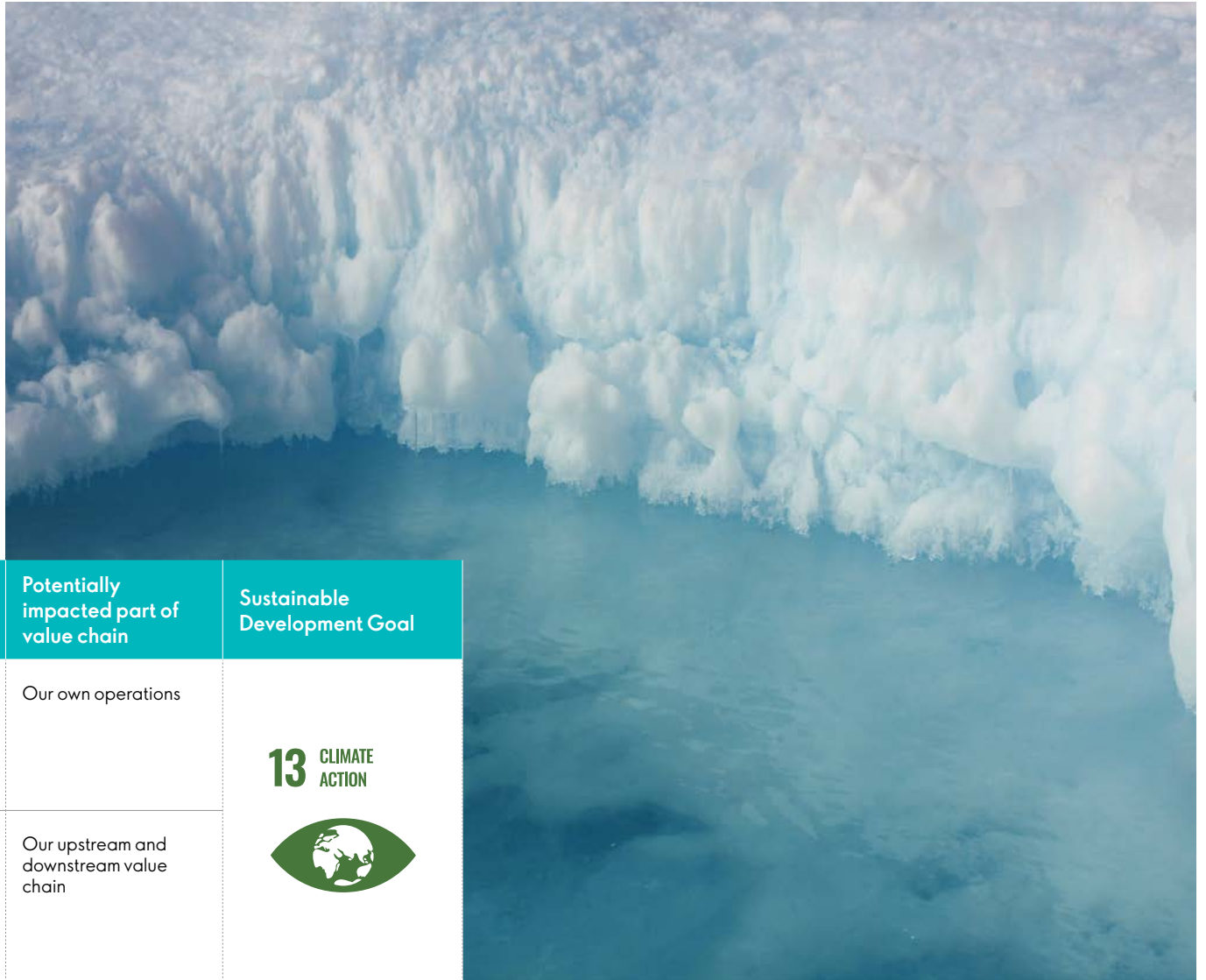



## Respect for nature

For more than a decade we have worked systematically to reduce our environmental footprint. We recognise that certain aspects of our business, such as product formulations and packaging, have an impact on the environment. This chapter outlines how we manage our environmental impact across key areas, including climate, forests and water, and outlines our commitments, policies and management approach.

# Climate

For more than a decade, we have calculated our greenhouse gas (GHG) emissions annually and implemented actions and strategies to reduce them. Over the past six years, we reduced our absolute GHG emissions by 70%. During the same period, we have submitted CDP Climate disclosures to track the effectiveness of our actions and to better understand how the changing climate may impacting our future business activities. To further reduce our impact, we are committed to taking the mitigation measures outlined in this section.



Commitment	Processes or guidelines	Potentially impacted part of value chain	Sustainable Development Goal
To take climate action and reduce our Scope 1 and 2 GHG emissions in line with our approved with our approved Science-Based targets (SBT)	<ul style="list-style-type: none"> <li>• Manufacturing measures</li> <li>• Internal travel policy</li> <li>• <a href="#">Supplier Code of Conduct</a></li> </ul>	Our own operations	<p data-bbox="1093 1145 1211 1193"><b>13</b> CLIMATE ACTION</p> 
To take climate action and reduce our Scope 3 GHG emissions in line with our approved SBT	<ul style="list-style-type: none"> <li>• Manufacturing measures</li> <li>• Internal travel policy</li> <li>• Road carrier criteria of at least EURO 5 or 6 in new contracts</li> <li>• <a href="#">Supplier Code of Conduct</a></li> </ul>	Our upstream and downstream value chain	

## Towards 100% renewable electricity through sourcing and certificates

Oriflame's energy sourcing strategy focuses on renewable electricity through supplier contracts, on-site renewable generation, and purchase of unbundled Energy Attribute certificates (EACs). Our manufacturing sites in Roorkee, India and Warsaw, Poland, are partly powered by solar panels. For most other Oriflame sites, including offices, warehouses and manufacturing facilities, we purchase unbundled EACs. We use unbundled EACs as they have high transparency and enable us to substantiate renewable electricity use claims by matching our consumption with retired certificates. The certificates provide detailed information on where and when the electricity was generated, down to the specific power plant. By removing intermediaries, unbundled EACs help direct more revenue to renewable energy producers.

To match our electricity consumption, we purchase and retire EACs issued for renewable electricity generated



1. Cetes Cosmetics Poland Sp.z o.o.

by specific plants, such as 30MWp solar power plant located in Mongolia and the 29.4 MW solar power facility operated by Lucky Cement in Pakistan. When selecting power plants, we consider factors such as age, technology, and environmental safeguards. In Europe, we source Guarantees of Origin (GO) from Norwegian wind power at the Odal Wind Farm, and in 2025, we expanded procurement to include local renewable resources in Germany and Poland.

Outside Europe, we rely on the International Renewable Energy Certificates (I-REC) Standard to verify the renewable origin of our electricity. In 2025, we also procured Peace Renewable Energy Certificates (P-RECs) in collaboration with Energy Peace Partners and Prado Energy. Issued under the I-REC Standard, P-RECs not only support renewable energy but are also designed to contribute to peacebuilding initiatives in vulnerable communities. The revenue generated from P-REC projects is reinvested into the local community, to support economic growth, sustainability, and food security.

We purchased P-RECs from a 0.045 MW solar mini grid power plant in Majiaki, Nigeria. The mini grid was established to address local power shortages and support the community, previously dependent on gasoline generators due to limited national grid access. The installation continues to deliver meaningful value to the people of Majiaki, improving access to reliable power and supporting local economic activities within the community. In 2025, an Agricultural Hub linked to the project was completed, including the installation of productive-use processing equipment owned by women in the community. This initiative helps give

female farmers improved market access, reduces food waste, and fosters wider social benefits.

## Manufacturing projects

As 70% of our products are manufactured in Poland<sup>1</sup>, we are targeting our largest impacts and have, since our target base year, implemented the mitigation measures listed in the table below. These measures have been confirmed by governmental white certificates.

## Logistics improvements

We continuously optimise our supply chain to increase the utilisation of trucks and containers, in order to reduce the number of shipments and thereby our climate impact. In 2025, 98% of our road carriers complied with Euro 5 or Euro 6 environmental standards. We remain committed to further improving this performance, with the ambition of increasing the percentage of Euro 5 and Euro 6 vehicles in the future, in line with our long-term sustainability goals.

## Better packaging

As product development is central to our business, we ensure that the products we develop align with our emission reduction targets. Increasing the amount of recycled materials in our packaging, reducing pack weight, and developing refill solutions are examples of the actions we take to improve our packaging, and lower our GHG emissions. In 2025, the increased use of recycled plastic and glass in our packaging resulted in 659 tCO<sub>2</sub>e of avoided emissions. Read more about these initiatives in the Packaging & Waste section.

## Projects

### Beyond value chain mitigation

Whilst reducing emissions in our operations and value chain, we also take action beyond. In line with SBTi recommendations, we go beyond our science-based targets by investing in additional climate finance to support mitigation activities outside of our value chain. These investments help to drive climate action globally.

In 2025, we remained committed to taking responsibility for our GHG emissions<sup>1</sup> and invested in a diverse portfolio of projects focused on carbon avoidance and removal in countries including China, India, Indonesia and Peru. We also supported carbon projects in the countries where we have production facilities to offset the emissions from Beauty Entrepreneurs' flights (37% renewable energy and 63% nature-based) in four of our largest markets. The positive impacts of these projects, outside of our value chain, are described in the following paragraphs:

### Solar energy projects, India

This project supports the deployment of large-scale, grid-connected solar power plants across multiple



regions in India, delivering renewable electricity to the national grid and reducing reliance on fossil fuel-based power generation. With a total installed capacity of 480 MW, the project strengthens energy security and grid diversity while delivering significant climate benefits, achieving average annual emissions reductions of approximately 852,600 tCO<sub>2</sub>e and avoiding over 1.37 million tCO<sub>2</sub>e during the most recent monitoring period. As well as climate mitigation, the project also contributes to local economic development through job creation and infrastructure investment. The solar plants operate on non-forested, low-productivity land to minimise environmental impacts while supporting long-term sustainable growth.

### Rimba Raya Biodiversity Reserve Project, Indonesia

This REDD+ project protects and conserves 47,237 hectares of tropical peat swamp forest in Central Kalimantan, Indonesia. The project prevents planned deforestation and land conversion to oil palm plantations, while safeguarding a critical buffer zone adjacent to Tanjung Puting National Park. By avoiding forest clearance, drainage, and peat degradation, the project delivers substantial climate mitigation benefits, achieving net emissions reductions of approximately 7.6 million tCO<sub>2</sub>e during the most recent monitoring period bringing the cumulative total to date to over 44 million tCO<sub>2</sub>e. Beyond climate impact, the project delivers significant biodiversity and community co-benefits. It protects habitat for endangered species including the Bornean orangutan, strengthens fire prevention and forest management, and supports local livelihoods through employment, clean water access, healthcare services,

renewable energy solutions, and community-based agroforestry initiatives. These activities contribute to long-term environmental resilience and sustainable development in the region.

### Madre de Dios Amazon REDD+ Project, Peru

This REDD+ project protects approximately 97,800 hectares of tropical Amazon forest in the Madre de Dios region of southeastern Peru, addressing unplanned deforestation driven by agricultural expansion, infrastructure development, and land-use change associated with the Inter-Oceanic Highway corridor. By conserving sustainably managed forest concessions within a globally important biodiversity hotspot, the project delivers significant climate mitigation benefits. By 2020, it had achieved over 10.2 million tCO<sub>2</sub>e of cumulative avoided emissions, with annual emissions reductions of approximately 884,000 tCO<sub>2</sub>e during the most recent monitoring period. In addition to climate benefits, the project helps safeguard critical habitats within the Vilcabamba-Amoró Conservation Corridor and strengthens forest governance through continuous monitoring and patrolling. It also supports local communities through employment, environmental education, health and water access initiatives, and community-based sustainable livelihood programmes, contributing to long-term environmental resilience and socio-economic development.

### Solar Cooker Project in Heqing, China

This project supports the distribution and use of 49,000 solar cookers across low-income rural households in northwestern China, replacing coal-based cooking

<sup>1</sup> Including Scope 1 and Scope 2 emissions, water, waste, employee business travel, selected logistics transport and Beauty Entrepreneur flights to global and regional conferences.



and water heating with clean, renewable solar energy. By reducing dependence on inefficient coal stoves, the project delivers measurable climate benefits, avoiding over 1.47 million tCO<sub>2</sub>e over its lifetime, including approximately 103,600 tCO<sub>2</sub>e during the most recent

monitoring period. Beyond emissions reductions, the project also improves indoor air quality and public health by reducing exposure to household air pollution, increases disposable income through reduced fuel expenditure, and improves access to safe drinking water and nutritious food. Additional co-benefits include time savings from reduced fuel handling, local employment opportunities, and training for participating households on clean energy use. Together, these impacts contribute to improved livelihoods and long-term social and environmental resilience in an underserved region.

### Climate scenario analysis

Understanding our impact is vital, but equally important is to assess the risks that climate change pose to our

business. In 2022, Oriflame adopted the recommendations of the Task Force on Climate-Related Financial Disclosure (TCFD). Guided by these recommendations, we conducted a qualitative analysis outlining three future climate scenarios. These scenarios aim to predict how different efforts to mitigate climate change, such as political, regulatory, market and technological efforts, as well as society's efforts to adapt to its consequences, could impact our future operations. These scenarios were presented in detail in the [2022 Sustainability Report](#). Based on this analysis, we have identified transitional and physical climate-related risks for Oriflame. For full disclosure of climate risks, please see [2025 CDP Climate Report](#).

Risk category	Risk details	Risk impact	Time horizon of realisation of risk	Risk mitigation
Transitional	Increased tax on GHG emissions and more stringent regulatory landscape for products and reporting	Direct costs of regulatory compliance	Short-term (0-1 years)	<ul style="list-style-type: none"> <li>Continue to decrease our Scope 1-3 emissions in line with our Science-Based Targets</li> <li>Ensure compliance with emerging regulations</li> </ul>
Transitional	Global political instability, protectionism, rivalry, and civil unrest	Availability and/or costs of certain raw materials could be negatively affected	Short-term (0-1 years)	Increase supply chain resilience by: <ul style="list-style-type: none"> <li>Mapping specialised raw materials needed for products and developing a process for continuous monitoring</li> <li>Diversifying manufacturers and suppliers for critical products and identifying alternative suppliers where possible</li> </ul>
Physical	Groundwater decline, prolonged periods of drought, heavy precipitation, coastal flooding and other extreme weather events	Supply chain disruptions and potential impacts on availability and/or costs of certain raw materials	Medium-term (2-5 years)	Increase supply chain resilience by: <ul style="list-style-type: none"> <li>Mapping specialised raw materials needed for products and developing a process for continuous monitoring</li> <li>Diversifying the manufacturers and suppliers for critical products and identifying alternative suppliers where possible</li> </ul>
		Interrupted energy supply and increased energy costs		<ul style="list-style-type: none"> <li>Solar panels at two of our manufacturing sites</li> </ul>

## Energy consumption within the organisation

Offices, manufacturing sites, warehouses and service centres where Oriflame has operational control, are defined as sites within the organisation. In 2025, total energy consumption within the organisation amounted to 23,336 MWh (26,147 MWh in 2024). The non-renewable fuels consumed in 2025 were natural gas and diesel.

Oriflame has reduced total energy consumption by 25,994 MWh, due to energy efficiency measures as well as the decrease in the number and size of operational sites.

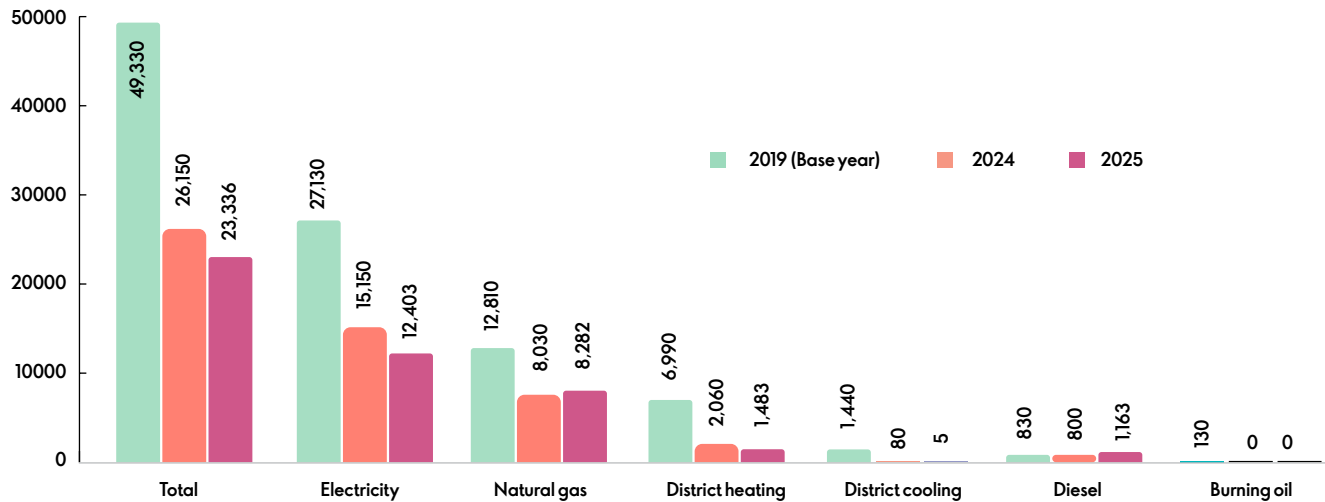
Of the 12,403 MWh of electricity consumed in 2025, 91 MWh was self-generated electricity from solar panels at our manufacturing sites.

Since 2019, the number of units manufactured in-house units has decreased by 56%, which has led to new ways of working at our manufacturing sites. Shortened production runs have resulted in more frequent change-overs and cleaning procedures, resulting in a 30% decrease in absolute energy consumption, but a 78% increase in relative energy consumption (MWh/million manufactured units). By 2030, we aim to achieve a 10% reduction in relative energy consumption compared with 2019.

## Energy consumption outside the organisation

We estimate electricity consumption at our Beauty Entrepreneur Service Points (SPOs). SPOs are sites where Beauty Entrepreneurs can hold meetings, prospect with potential customers, conduct training sessions and distribute orders. These sites are also classified as downstream leased assets. In 2025, 77,349 MWh of electricity was consumed at these sites, which is twice as high as the previous year due to more robust reporting and the closure of data gaps.

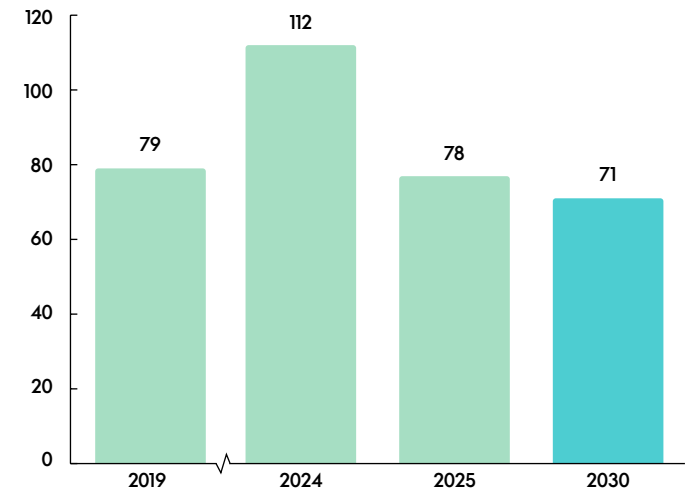
### Energy sources within the organisation<sup>1</sup>



1. Numbers are rounded to the nearest 10.

### Relative energy consumption at manufacturing sites<sup>2</sup>

MWh/million manufactured units



2. Includes four of our own manufacturing sites in Poland, India and China. Our factory in Beijing, China, is excluded. Manufactured units include both internal and external production.

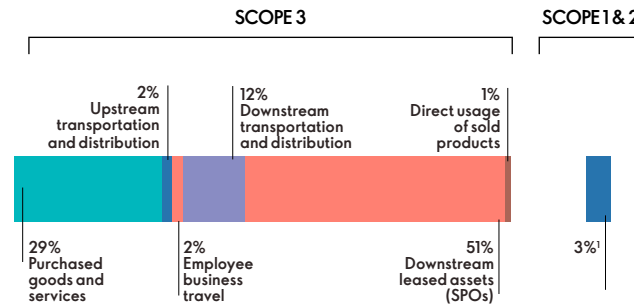
## GHG emissions progress

We remain on track to reach our Science-Based Targets. Since 2019, we have reduced our absolute Scope 1 and Scope 2 GHG emissions by 52%. This reduction is partly due to manufacturing mitigation measures, as well as the decrease in the number and size of Oriflame-operated sites. In Scope 3, we have reduced our absolute GHG emissions by 71%, and our relative GHG emissions by 14%, since 2019. These reductions are mainly due to lower sales volumes over time, but also reflect the ongoing mitigation measures described in this section. Compared with 2024, reported Scope 3 emissions increased in 2025 due to improved data availability and expanded data coverage, which allowed for a more comprehensive representation of emissions across relevant categories. In 2025, our direct (Scope 1) GHG emissions were 2,792 tonnes of tCO<sub>2</sub>e, energy indirect (Scope 2) emissions were 266 tCO<sub>2</sub>e and other indirect (Scope 3) emissions were 95,251 tCO<sub>2</sub>e. All data are aligned with the scope of our Science-Based Targets.

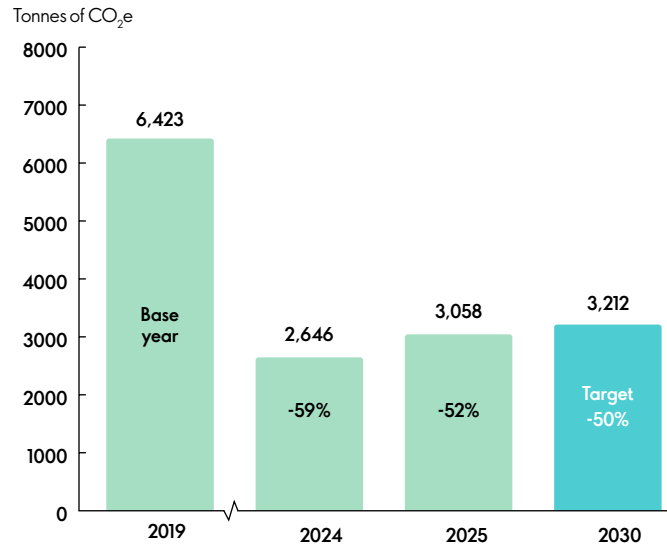
## Standards, methodologies and conversion factors

Oriflame applies the GHG Protocol Corporate Standard using the operational control approach. Energy and climate data are collected from all Oriflame sites (offices, manufacturing sites and warehouses) via a questionnaire. For sites where energy data is unavailable, estimations are applied. For specific methodologies and conversion factors, see section C5. Emissions methodology, and C6. Emissions data, of Oriflame Holding Ltd's [CDP Climate Questionnaire 2025](#). Annually submitted

### GHG emission sources within the scope of our science-based targets

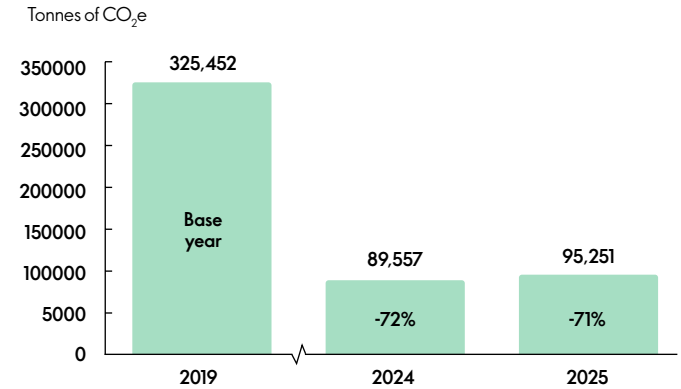


### Scope 1 and 2 – science-based target<sup>1</sup>

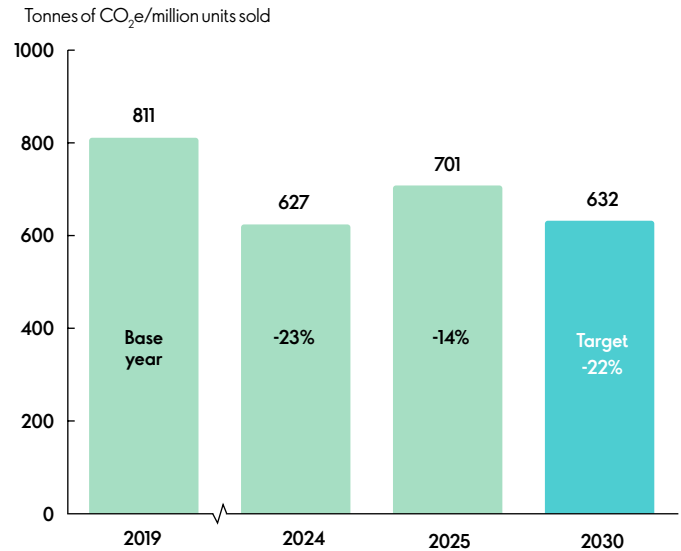


<sup>1</sup> Emission sources included in Scope 1 and Scope 2 are fuels, company-owned vehicles, refrigerant refills and generated electricity and heating

### Absolute Scope 3<sup>2</sup> reduction



### Scope 3 – science-based target<sup>2</sup>



<sup>2</sup> Emission sources included in Scope 3 are purchased goods and services, upstream transportation and distribution, waste generated in operations, employee business travel, downstream transportation and distribution, use of sold products, and downstream leased assets.

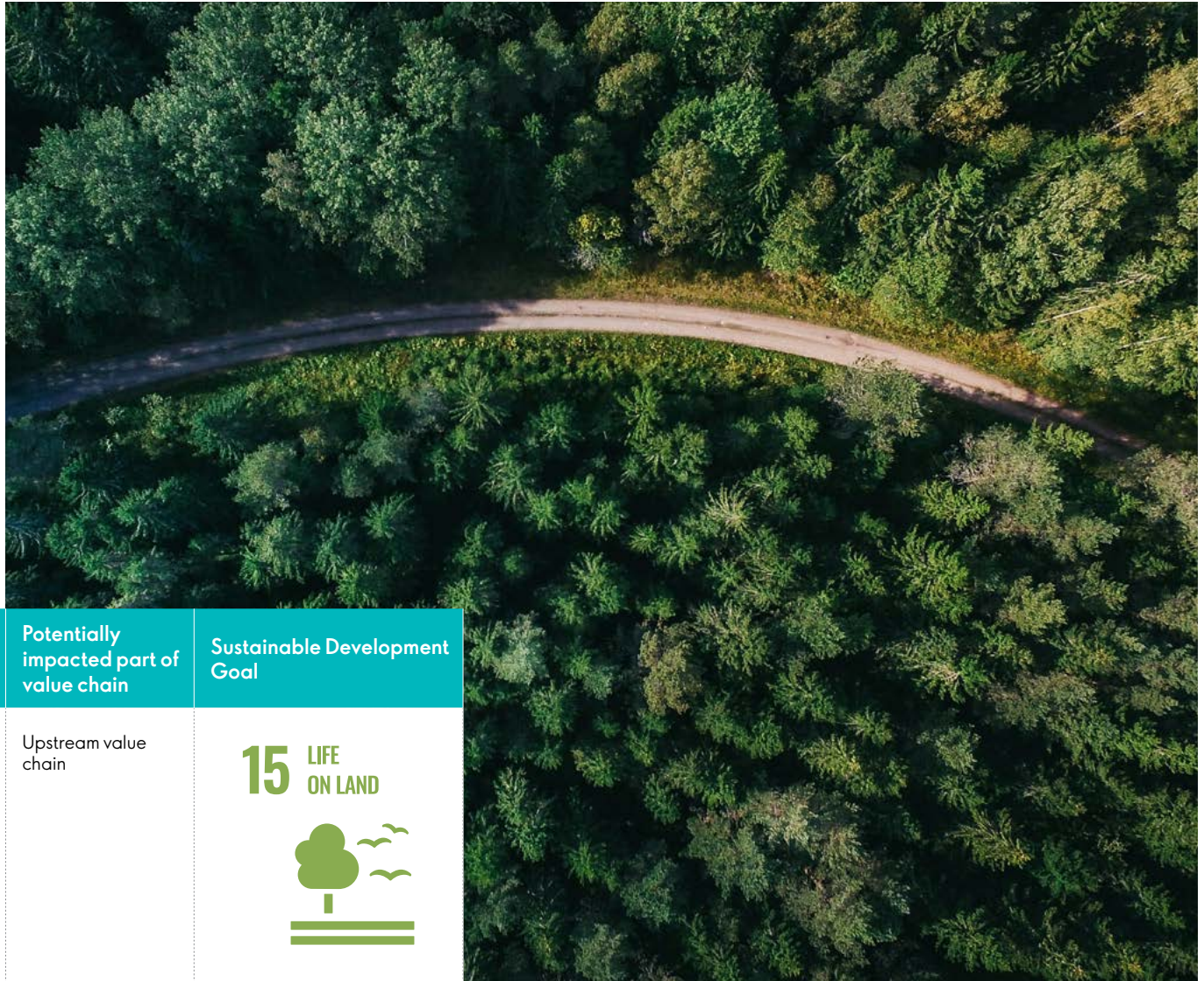



CDP Climate figures may differ from those reported here as they also include emission sources excluded from our Science-Based Targets. For further information on the emission sources excluded from our Science-Based Targets and the reasons, please refer to the [2022 Sustainability Report](#), page 110. Any changes in methodologies or emission factors are listed below.

**Oriflame adopted the recommendations of the Task Force on Climate-Related Financial Disclosure (TCFD) in 2022.**

# Forest

At Oriflame, we recognise the importance of protecting forests and natural ecosystems to preserve biodiversity and help combat climate change. At the same time, we acknowledge that, if not managed responsibly, some of the materials we source, including wood, paper, palm oil and derivatives, may contribute to the risk of deforestation, ecosystem conversion and biodiversity loss. These impacts could have long-term consequences for forests, other ecosystems and local communities, including human rights. We are therefore committed to reducing our impact through the mitigation measures listed in this section. To monitor the effectiveness of these actions, we have reported our forest-related impacts, risks, and opportunities to the CDP annually since 2012.



Commitment	Processes or guidelines	Potentially impacted part of value chain	Sustainable Development Goal
<p>To avoid deforestation and the conversion of natural ecosystems in the supply chains of key forest-derived materials</p>	<ul style="list-style-type: none"> <li>• <a href="#">Oriflame Forest Commitment</a></li> <li>• <a href="#">Supplier Code of Conduct</a></li> <li>• FSC® certified paper specifications for global product packaging development</li> <li>• Preference for certified palm oil, as specified in our technical requirements manual for cosmetic formulations</li> </ul>	<p>Upstream value chain</p>	<p><b>15</b> LIFE ON LAND</p> 

## Forest and biodiversity

In 2022, we replaced our Responsible Paper Sourcing Commitment with our Forest Commitment, which sets out clear ambitions to avoid deforestation and ecosystem conversion across our relevant supply chains. The commitment includes defined cut-off dates, traceability targets, certification goals, and supplier expectations. In line with our commitment, Oriflame also supports forest preservation, conservation, and restoration through targeted investments. In 2025, we supported forest conservation projects in Indonesia and Peru, which aim to protect approximately 145,000 hectares of tropical forest, reduce deforestation risks, and preserve biodiversity.

In light of new EU regulations, such as the EU Regulation on Deforestation-Free Products (EUDR) and the Corporate Sustainability Reporting Directive (CSRD), we are proactively adjusting our forest strategy and commitments, while strengthening our internal processes to align with new reporting requirements. Throughout 2025, we continued to engage with internal stakeholders and our suppliers on forest regulatory requirements, mapping risks, and reducing our footprint.

## Paper and wood

We started working towards more sustainable forestry practices in 2010, with a strong focus on reducing our paper-related impact. Paper is used in our product packaging, catalogues, some labels, and leaflets. For paper (including primary product packaging and catalogues) and wood-based products, we aim to procure 100% of volumes from suppliers with

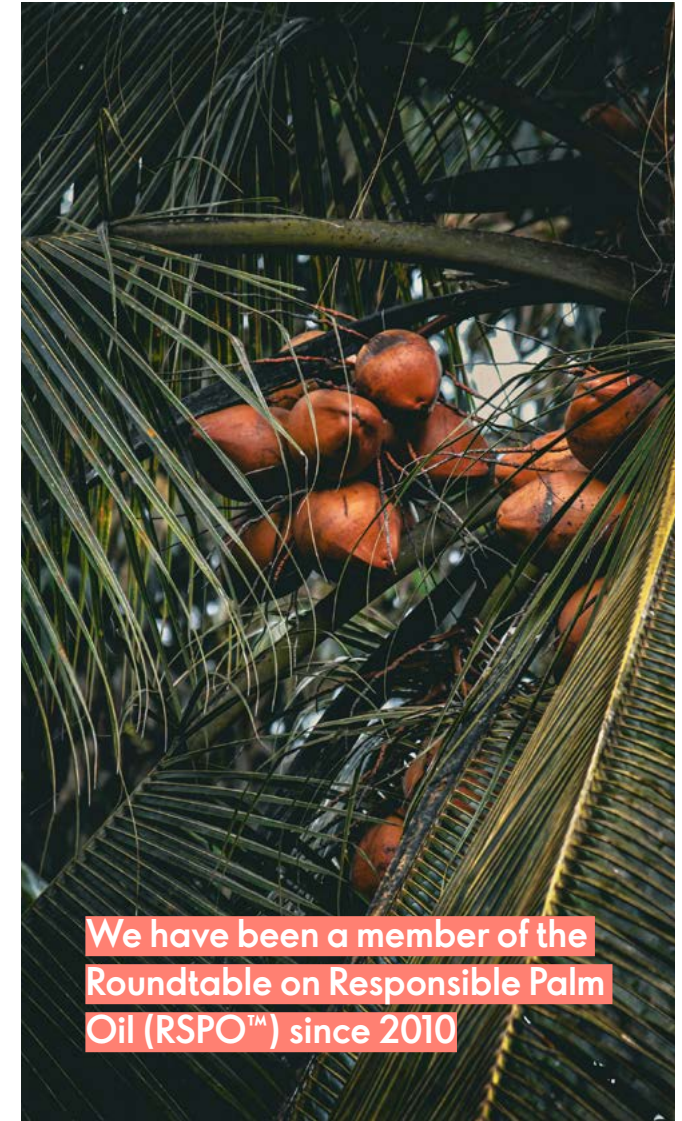
sustainably managed or recycled sources. We rely on the internationally recognised assurance systems: Forest Stewardship Council (FSC®) and Programme for the Endorsement of Forest Certification (PEFC). These certifications ensure that the materials originate from responsibly managed forests or recycled sources.

In 2025, specifications for all primary paper packaging, wood-based products, catalogues and customer order boxes were requested from sustainably managed or recycled sources. All paper packaging and wood-based products were requested to be FSC® certified. For our primary paper packaging, 94% of the total volume was specified as FSC® certified and supported by valid FSC® license codes on invoices.

Since the launch of our eCatalogue in 2021, now available across all markets, and the introduction of a smaller, A5 catalogue format in Europe and CIS in 2023, we have significantly reduced paper usage – from more than 12,000 tonnes in 2021 to less than 3,000 tonnes last year. In 2025, 95% of the total volumes of catalogue paper were specified as PEFC certified, supported by valid PEFC license codes on invoices. We will continue to improve the coverage of PEFC certification in the coming years.

## Palm oil

Palm oil, palm kernel oil, and their derivatives (hereafter referred to as “*palm*” unless specified) are forest-based materials we procure for formulations, both in our own production (in-house) and in subcontract products. We have been a member of the Roundtable on Responsible Palm Oil (RSPO™) since 2010, initially covering our palm use with RSPO™ Credits. In 2014, we started procuring



**We have been a member of the Roundtable on Responsible Palm Oil (RSPO™) since 2010**



**Oriflame also supports forest preservation, conservation, and restoration through targeted investments.**

Mass Balance (MB) certified palm, and have since continued to increase the proportion of MB certified palm procured, with the aim of reaching 100%.

Our current scope of reporting includes palm procured for our own production, as well as for certain subcontract suppliers. There are currently gaps in coverage for other subcontractors supplying finished goods, including our nutritional products and fragrance oils.

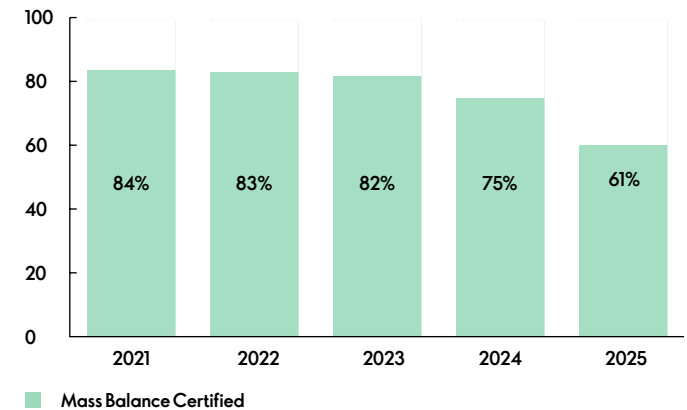
In 2025, we procured a total of 1,127 tonnes (1,274 tonnes in 2024) of palm, of which 57% was palm oil and 43% was palm kernel oil. In 2025, 99% of palm in our in-house materials was procured as MB certified<sup>1</sup>. For certain subcontract suppliers, 61% of the palm procured was MB certified<sup>1</sup>. The lower share of MB certified<sup>1</sup> palm for certain subcontract suppliers compared with previous years is due to reduced production with an MB certified supplier and increased production with a non-MB supplier. In summary, 77% of the palm procured for our own production and certain subcontract suppliers was MB certified<sup>1</sup>.

**Palm oil and palm kernel oil procured (tonnes)**

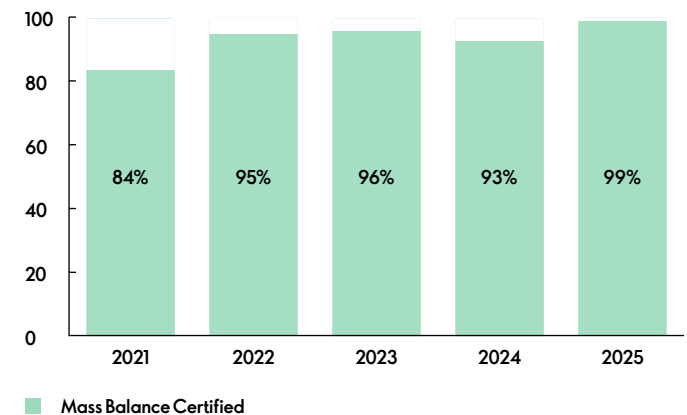
Category	Mass Balance Certified <sup>1</sup>	Total palm oil/palm kernel oil
Own production	468	470
Sub-contract suppliers	402	657

<sup>1</sup> These reported figures are not audited through RSPO™ certification.

**RSPO™ Mass Balance certified palm oil and palm kernel oil procured for certain subcontract suppliers**

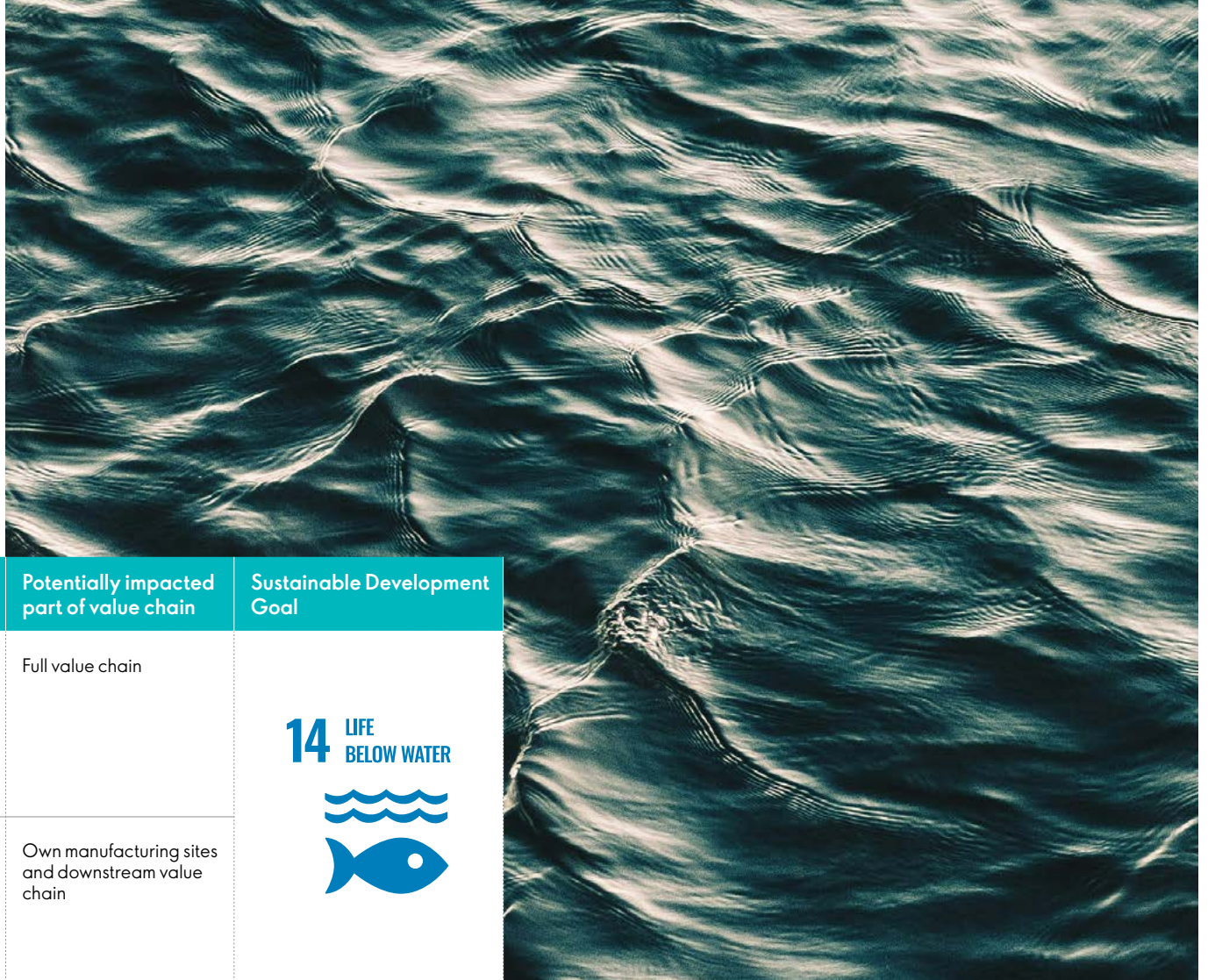


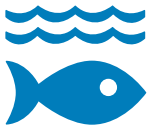
**RSPO™ Mass Balance-certified palm oil and palm kernel oil procured for own production**



# Water

Oriflame depends on water throughout the lifecycle of our products; during raw material sourcing, manufacturing and consumer usage. We have manufacturing sites in areas experiencing significant water scarcity. Therefore, we are contributing to a systemic negative impact on local water sources, and the communities and ecosystems depending on them. For this reason, we must address both the short- and long-term challenges: water pollution, as well as the current and projected increase in water scarcity.



Commitment	Processes or guidelines	Potentially impacted part of value chain	Sustainable Development Goal
<p>To reduce our formulations' impact on water</p>	<ul style="list-style-type: none"> <li>• Product Development Philosophy</li> <li>• Our technical product database includes biodegradability calculations</li> <li>• Responsible formulation development in technical requirements manual for cosmetic formulations</li> </ul>	<p>Full value chain</p>	<p><b>14</b> LIFE BELOW WATER</p> 
<p>To reduce water consumption and have good quality water, and wastewater, at our manufacturing sites</p>	<ul style="list-style-type: none"> <li>• Effluent water treatment plants at all manufacturing sites</li> <li>• Water quality programme</li> <li>• Nano-bubble technology in effluent treatment plant at our Polish factory</li> </ul>	<p>Own manufacturing sites and downstream value chain</p>	

## Product impact on water

We know that rinse-off products have a high impact on the water system. Therefore, it is important to us that we formulate our rinse-off products to be biodegradable, and our ingredients are carefully chosen with this in mind. To validate the biodegradability of our rinse-off products we have developed an automated calculation in our technical database. We require that at least 90% of the carbon-based ingredients be biodegradable, based on the method developed by the Organisation for Economic Co-operation and Development (OECD) or similar.



**We continue to focus on our commitment to biodegradability**

We continue to focus on our commitment to biodegradability, ensuring that by 2025, 100% of new rinse-off products will meet our biodegradability standard. In 2025, all rinse-off products launched were formulated to be biodegradable<sup>1</sup>. As part of this effort, we launched new rinse-off products across brands including Feminelle, Love Nature, Milk & Honey, Duologi, and Optifresh, all formulated to be biodegradable and using natural-origin ingredients whenever possible. Furthermore, the materials used in our sheet masks and wipes are also biodegradable. This means the material will break down naturally, as long as it is disposed of correctly and not flushed down the toilet.

Oriflame stopped using solid plastic microbeads and glitter in new rinse-off products from January 2015, and stopped all production of existing products containing solid microbeads or glitter in December 2016. Since then, we have been monitoring upcoming legislation on broader microplastics use in cosmetics and are actively working to ensure full compliance of the portfolio well ahead of implementation dates.

## Water management at our manufacturing sites

Cosmetics manufacturing is our most water-intensive process, due to the use of purified water in the formulations and for equipment washing.

In 2025, the water used in our products accounted for about 20% of total water intake at our Polish manufacturing site. Our most water-intensive in-house product categories are Skincare and Personal Care. The majority of production for those categories in 2025 took place at our Polish manufacturing site.

From 2025 onwards, manufacturing activities are gradually transitioning from our Warsaw site to external production partners. As a result, our approach to water management in the manufacturing process will increasingly focus on engagement with these partners to ensure that our water stewardship standards continue to be applied throughout the production process. To manage water efficiently and to reach our operational water target for 2030, we have undertaken the following measures at our manufacturing sites:

- All sites operate in-house effluent treatment plants to treat wastewater in line with local water regulations, and to monitor physical and chemical water quality parameters before discharge to municipal treatment facilities.
- Our Roorkee manufacturing site in India is a zero liquid discharge (ZLD) factory. 100% of water is reused after treatment for local landscaping. In addition, rainwater is collected in on-site harvesting pits to replenish groundwater.
- At our manufacturing site in Warsaw, Poland, we partially reuse water recovered from the sand filter backwash.
- The effluent treatment plant in Warsaw utilises nano-bubble technology in the sewage pre-treatment process to improve cleaning efficiency and reduce chemical oxygen demand.
- Regular employee training on efficient water usage and targets is conducted at all of our sites.
- All sites operate with secured water supplies under regulatory consent, and engage with government stakeholders to improve water management practices.
- Our labs adhere to stringent procedures for the

1. With at least 90% of carbon-based ingredients expected to be biodegradable in line with OECD guidelines or supplier data.

discharge and disposal of hazardous substances and waste, both solid and liquid, including cosmetic waste such as creams and lotions.

### Water risks

We use Aqeduct Water Risk Atlas to evaluate water stress in regions where our manufacturing sites are

located. Water stress is defined as the ratio which compares the amount of water needed by society to the amount of water available from renewable and ground-water sources. Four out of our five manufacturing sites are currently located in areas with high water stress. At these sites, we have implemented water-saving initiatives and driven sustained actions for the replenishment of groundwater.

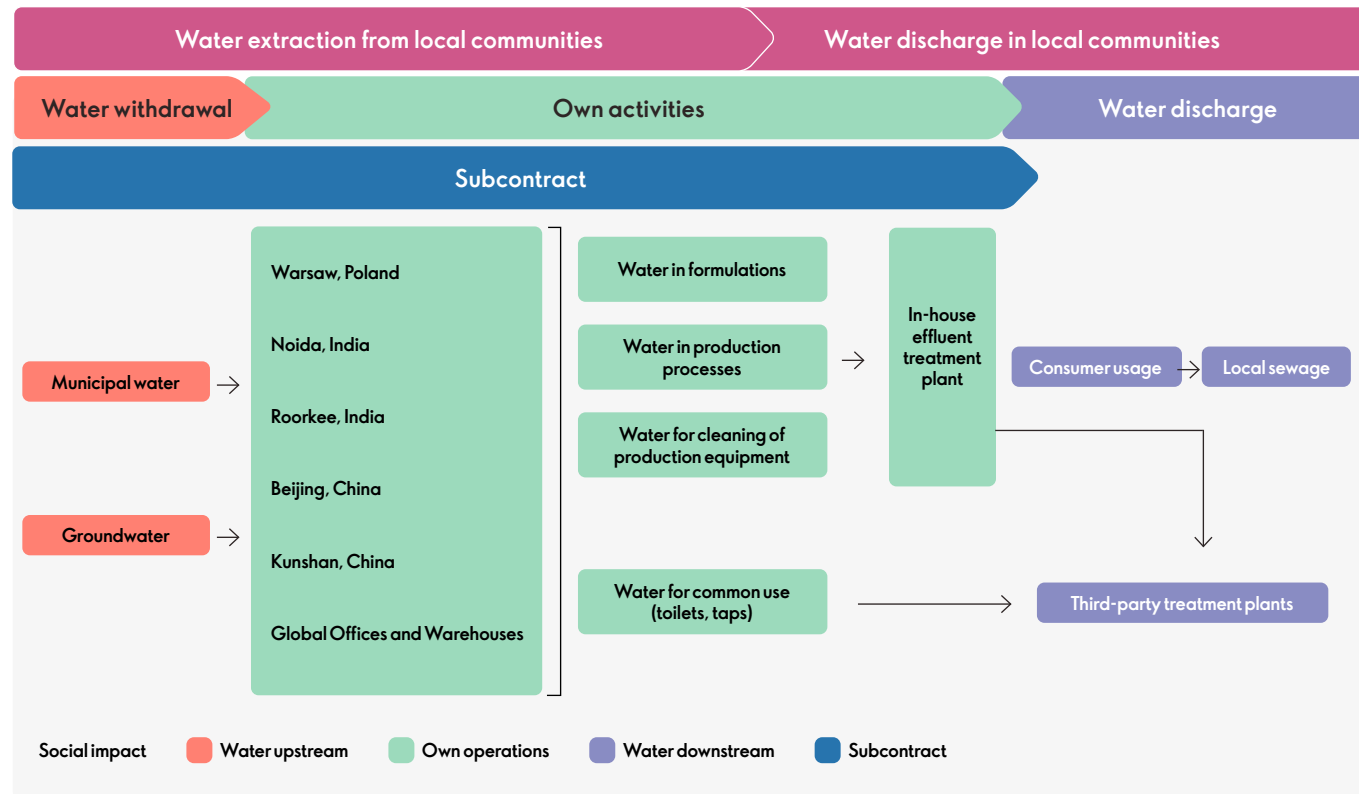


Figure 1: Oriflame's water flow chart – visualising the water use across our value chain.

## Progress in numbers

### Water impact in own operations

By 2030, we aim to reduce the relative water withdrawal at our manufacturing sites by 10%, from a 2019 base year. Since 2019 we have decreased our in-house manufactured units by 56%, which has led to new ways of working at the manufacturing sites, including more frequent changeovers and cleaning. We have also increased our average fill units in the past few years, which has led to higher water consumption. Overall, we have reduced our absolute water withdrawal at manufacturing sites by 46% since 2019. However, our relative water withdrawal (m3/million manufactured units) increased by 22% in 2025, compared to our base year.

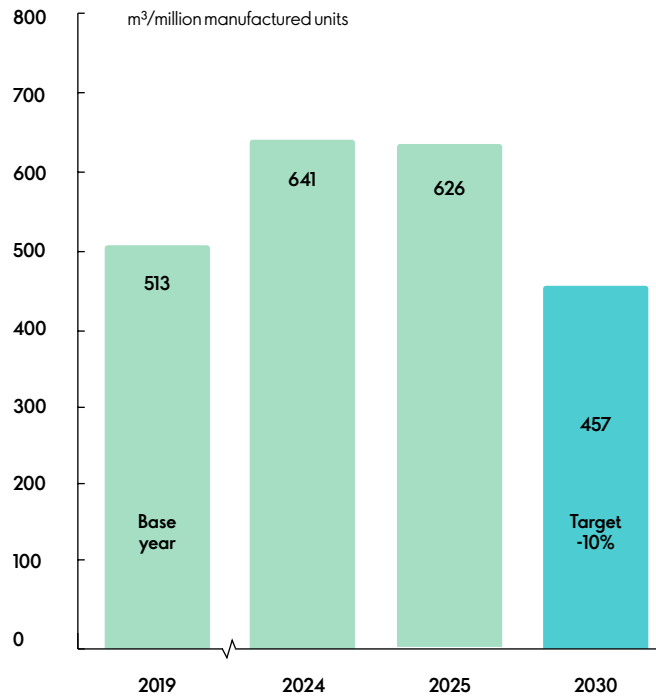
Manufacturing	Risk of water stress	Source of water withdrawal
Warsaw, Poland	<10% (low)	Groundwater
Roorkee, India	>80% (high)	Groundwater
Noida, India	>80% (high)	Groundwater and municipal water
Beijing, China	>80% (high)	Municipal water
Kunshan, China	>80% (high)	Municipal water

Site type	Water withdrawal in 2025 (million litres)
Manufacturing sites	63
Offices and warehouses	60
Total	123

## Water data methodologies and changes in data compared to previous year

Water data was collected from all Oriflame sites (offices, manufacturing sites, warehouses) via a questionnaire. For sites which did not have data on water withdrawal, an estimation was made based on the average number of employees in this country and average consumption of water per employee.

### Relative water withdrawal at manufacturing sites<sup>1</sup>

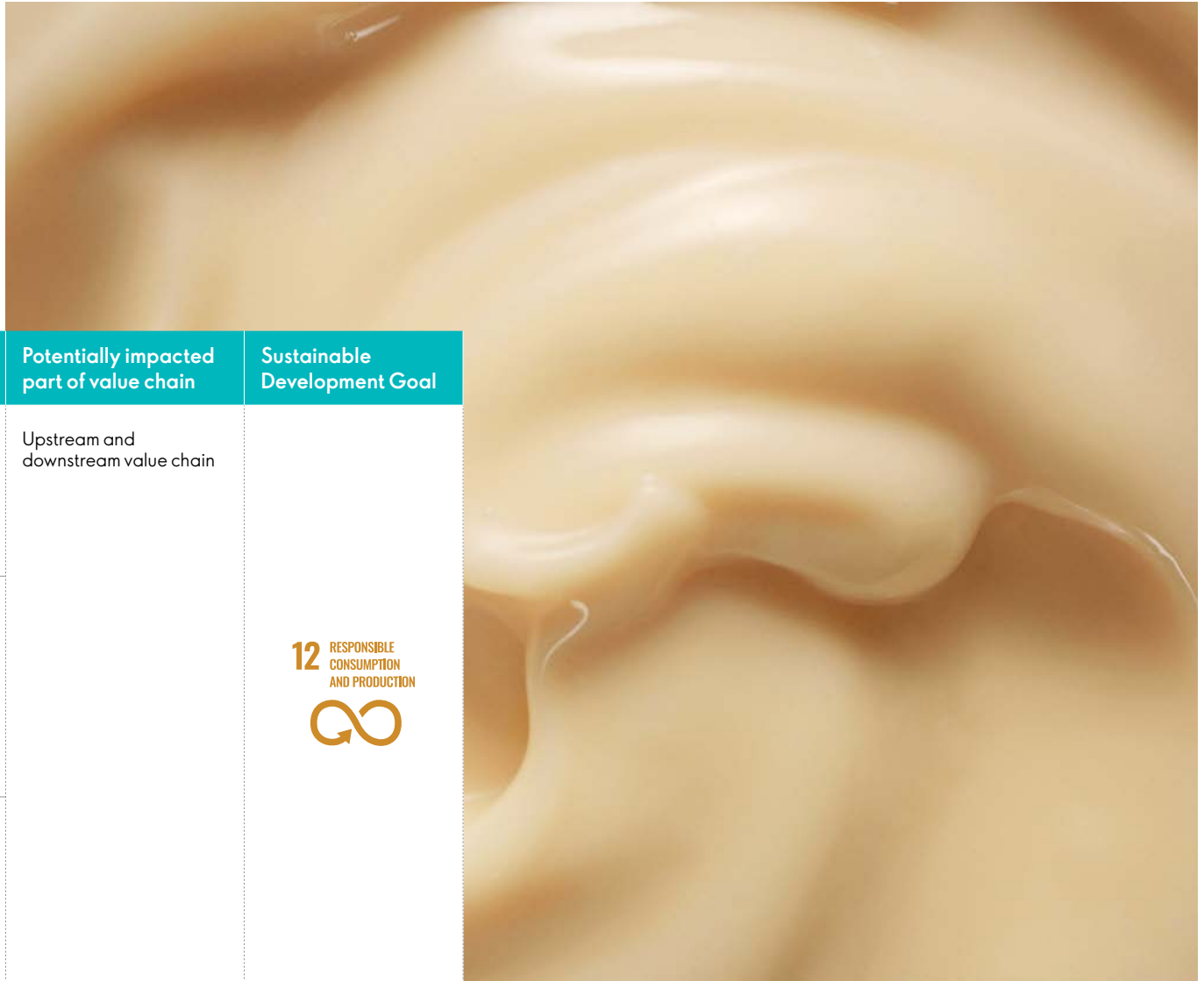


<sup>1</sup>. Includes four of our own manufacturing sites in Poland, India and China. Our site in Beijing, China is excluded. The manufactured unit includes both internal and external production.



# Formulations

Our products have an environmental impact during production, as well as during and after consumer usage, which can impact people and ecosystems both up- and downstream in our value chain. This is why the ingredients we select in formulation development are so important.



Commitment	Processes or guidelines	Potentially impacted part of value chain	Sustainable Development Goal
Conduct a sustainability review of all new ingredients	<ul style="list-style-type: none"> <li>• Ingredient Rationale process</li> <li>• Ingredient Profile Sheet</li> <li>• Sustainability Review of ingredient</li> <li>• Technical database with ingredients' sustainability characteristics</li> </ul>	Upstream and downstream value chain	
Road map and action plan of ingredients of concern to the brand and the industry, including those that may have a negative environmental or ethical impact	<ul style="list-style-type: none"> <li>• Guidelines and classifications of prohibited and restricted ingredients, applicable to all formulation development</li> <li>• Measure the use of Substances of Very High Concern (SVHC) annually, aiming for 0% of revenue originate from products on the REACH<sup>1</sup> Candidate List</li> </ul>		
Continue to drive responsible product formulation	<ul style="list-style-type: none"> <li>• Product Development Philosophy</li> <li>• Our technical product database includes calculations for naturalness and biodegradability</li> <li>• Responsible formulation development in the R&amp;D Technical Requirements manual</li> </ul>		

1. Registration, Evaluation, Authorisation and Restriction of Chemicals

## Our Product Development Philosophy

Oriflame's responsible formulation approach is key to our Product Development Philosophy. We harness the power of our Swedish roots to create products with a clear and consistent philosophy.

**Performing:** Backed by science with proven results and benefits

**Safe:** Following the strictest safety standards, and beyond

**Responsible:** Respecting nature and people by making meaningful changes to reduce our impact.

### Ingredient rationale

As part of our Product Development Philosophy, we implement a considered formulation design. This includes ensuring that every ingredient has a purpose, with nothing unnecessary added. An Ingredient Rationale review is carried out to ensure the need and value of each new ingredient we add to our portfolio. Our experts review cosmetic and nutritional ingredients from a safety and sustainability perspective, as well as ingredient chemistry and performance, including the following sustainability attributes:

- **Traceability and origin:** We strive to capture the country of source, origin, naturalness and level of processing, such as physical pressing to extract oils or using a biotechnological process like fermentation.
- **Environmental and ethical impact:** We ensure ingredients are not from endangered flora, fauna or

ecosystems, while also evaluating their biodegradability and potential aquatic toxicity. We carry out due diligence checks, particularly for ingredients that may be linked to deforestation, child labour and conflict concerns. We never intentionally use genetically modified organisms (GMOs).

In 2025, all cosmetic and nutritional ingredients in new product developments were reviewed for sustainability. We are working towards an ambitious and transparent responsible ingredient target focusing on natural origin, abundant minerals and responsible synthetics across our entire ingredient portfolio.

### Ingredients of concern

At Oriflame, we keep up to date on scientific reports and discussions on environmental concerns, including ingredients, so we can proactively consider those that may become a risk to our business and industry. This enables us to take the most impactful action. We believe that taking ingredients of concern out of our formulations is as important as adding safe ingredients in, and we are continuously striving to seek responsible alternatives for ingredients of concern. We address ingredients with potential negative environmental impact and phase out their use; examples include phthalates, plastic microbeads/glitter and certain UV filters (for example, oxybenzone and octinoxate). We continue to actively reduce our use of non-renewable petrochemical ingredients. Additionally, we consider the ethical impact of our ingredient sourcing and seek alternatives where possible. For certain concern ingredients which are key to the cosmetics industry, such as palm oil and mica, we take a pragmatic and





responsible sourcing approach. We partner with RSPO™ and RMI to drive change. We consider other credible partnerships where appropriate.

We annually measure revenue from products that contain ingredients on the EU REACH<sup>1</sup> SVHC<sup>2</sup> list. In 2025, approximately 9% of our product revenue (equivalent to €45 million) originated from such products. Each year, we use the most up-to-date REACH SVHC list from the European Chemical Agency (ECHA) and follow the Sustainability Accounting Standards Board (SASB) reporting standard. Product formulation data was collected via internal system recordings and matched with 2025 sales data. Any product containing a substance on the SVHC list and with a concentration of 0.1% or greater is included in the calculation.

We continue our efforts to phase out these substances in line with our 2030 goal and are closely monitoring regulatory updates to guide reformulation strategies and mitigate the impact should an ingredient become banned under REACH.

### Animal welfare

Oriflame has never tested products or ingredients on animals at any stage during product development. We have always advocated for alternative non-animal test methods, and we still stand by this today. We believe that the safety of cosmetic products can be validated through a comprehensive review, without the need for animal testing. Since 2023, no Oriflame cosmetic products have been subjected to animal testing by local authorities before launch. We will continue working with

industry forums and authorities in the countries where we sell our cosmetic products to ensure a more humane and ethical approach to safety evaluation globally.

We evaluate the use of animal derivatives and by-products in our products and supply chain. We are committed to providing transparency about the origins of these ingredients in our products and believe that consumers should have access to information that allows them to make informed decisions. In our cosmetic products, we use only responsibly sourced animal-derived products, such as beeswax, honey, lanolin (a secretion from wool-bearing animals) and dairy products. In our nutritional products, we source fish oil from sustainably managed stocks certified with Friend of the Sea, fish/bovine gelatine, eggs, bovine collagen, and whey protein/powder. While these ingredients have functional and nutritional benefits, we recognise the importance of minimising their environmental and social impacts, as well as ensuring humane sourcing. Going forward, we are committed to continuously evaluating our sourcing practices, seeking out alternatives and working to reduce the environmental footprint of our products. Our goal is to create a more sustainable future in which animal-derived products are used responsibly and, when possible, replaced with more sustainable alternatives.

During 2025, we continued to expand the number of Oriflame products certified with The Vegan Society™, and we now have more than 200 vegan-certified products across our portfolio. Vegan-certified products do not contain any animal products, by-products or derivatives and are not subjected to animal testing.

1.Registration, Evaluation, Authorisation and Restriction of Chemicals

2. Substances of Very High Concern

## Innovation

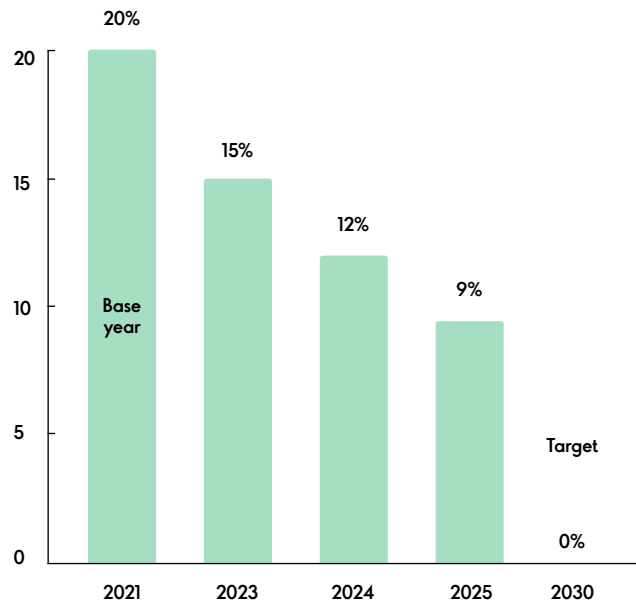
Oriflame places a strong emphasis on innovation in our product development. One of our research focus areas is developing science with sustainability objectives, which enables us to deliver our Product Development Philosophy and strategic intents, including sustainability. By exploring scientific approaches aligned with sustainability objectives, we can find new ways of reducing our climate impact during our product development and manufacturing processes.

We aim to use ingredients created through innovative and resource-efficient processes. An example in 2025 is our Novage+ Proceuticals 10% Niacinamide Power Drops containing EGCG derived from green tea, known for its strong antioxidant, anti-stress, anti-ageing, calming and anti-pollution properties.

## Accessories

We design and create our accessories according to the same Product Development Philosophy behind all our products: Performing, Safe and Responsible. We continuously strive to make accessory products from materials that support these three pillars, considering materials that could have a negative environmental or social impact, always ensuring the materials we use do not come from endangered sources, and never using direct animal materials. In 2025, we continued to certify relevant products with The Vegan Society™, including several beauty accessories. We use natural materials where possible, and launched two konjac sponges, made from natural and biodegradable materials, designed to cleanse and exfoliate. We are actively increasing our

Share of revenue originating from products containing ingredients on the REACH SVHC candidate list



use of recycled materials, including products made from 100% recycled materials, namely shower puffs and the linings of several toiletry bags. We also incorporated 50% recycled material into the plastic components of several of our beauty tools launched in 2025, including Glam Mirrors and our 4-in-1 Pedicure Tool. We launched reusable beauty and nutritional accessories that can be easily washed and reused, helping replace single-use products and supporting a circular approach, such as Wellosophy Reusable Straw Set, Wellosophy Gua-shroom, and Wellosophy Tumbler.



## Packaging & waste

The packaging of our products is essential to ensure the safety and high-quality of our formulations are delivered to consumers. Product packaging has environmental impacts, both during production and at disposal. This could potentially affect ecosystems and local communities, including their human rights.



Commitment	Processes or guidelines	Potentially impacted part of value chain	Sustainable Development Goal
To develop more sustainable packaging solutions	<ul style="list-style-type: none"> <li>Guidelines on recycled content in globally developed cosmetics packaging<sup>1</sup></li> <li>Oriflame Design for Recycling guidelines</li> <li><a href="#">Supplier Code of Conduct</a></li> </ul>	Upstream and downstream value chain	<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION 
To reduce waste at Oriflame-operated sites	<ul style="list-style-type: none"> <li>Waste management programme at manufacturing sites</li> <li>Waste management programme at</li> <li>Implementation of a new waste data application with integrated interactive data visualisation reports to support effective waste management</li> </ul>	Own operations and downstream value chain	

<sup>1</sup> Minimum 30% recycled materials in new PET plastic packaging and minimum 25% recycled materials in new glass packaging.

## Packaging & waste strategy

To reduce the impact of our packaging and mitigate potential regulatory and financial risks, our packaging strategy focuses on four key areas:

### 1. Recycled materials

Oriflame Packaging Development has established 2030 targets to incorporate post-consumer recycled materials (PCR) in both plastic and glass packaging, at levels above and beyond compliance standards. We aim to use PCR materials wherever technically feasible in all globally developed product packaging and to gradually increase the amount of recycled materials over time.

In 2025:

- 48% of the polyethylene terephthalate (PET) used in our plastic bottles & jars was PCR, representing more than 178 tonnes.
- For glass packaging, new specifications included a minimum of 25% recycled materials, resulting in 13% recycled content, equivalent to 361 tons of PCR.
- 21% polyethylene (PE) by weight in extruded tubes.
- 30% PCR was implemented in our high-volume roll-on deodorants and Feminelle bottles.
- PCR was introduced for the first time in mascara packaging, with 70% recycled polypropylene used in Wonder Lash and Wonder Lash XXL formats.

### 2. Recyclability

In the absence of regulatory definitions for recyclability, we have reviewed Industry Design for Recycling guidelines in detail and developed our own Oriflame Design for Recycling Guide. The EU Packaging and Packaging Waste Regulation is central to our approach, with a dedicated team to manage compliance and reporting related to this regulation. During new product development we assess the recyclability of our packaging using tools such as those provided by Plastic Recyclers Europe. Data gathered from these initiatives contributes significantly to improved results & compliance in this area.

### 3. Refill packaging

In 2025, we continued to expand our use of refill packaging, contributing to our efforts to reduce plastic waste. We sold 1.2 million refill units across our Feminelle, Duologi, and Essense&Co brands, thereby eliminating 34.5 tons of virgin plastic from the market.

### 4. Reduced material usage

By designing packaging with the environment in mind, we identify opportunities to reduce materials and optimise packaging weight. All packaging optimisation projects undergo rigorous testing to ensure our quality standards are upheld.

#### Key achievements in 2025 include:

- Weight reduction of caps for our standard 250ml jar portfolio used for Milk & Honey and fragrance body creams, avoiding 8.5 tonnes of virgin plastic to be put

on the market.

- Continued rollout of reduced-weight octagonal caps for many of the extruded tubes used in our hand cream portfolio.
- Redesign of the Diamond Cellular glass jar achieving a 23% weight reduction per jar. These material reduction initiatives will continue into 2026.



## Waste management in our own operations

Oriflame also generates waste in our own operations. At our manufacturing sites, waste streams include formulation residues, packaging materials, sludge from effluent treatment plants and laboratory chemicals. At our other sites (offices, warehouses, service centres) waste includes office materials, organic waste, cardboard and electronics. Warehouses also generate waste from expired product write-offs, and we continue to develop processes to reduce and manage this impact.

We cooperate with waste management companies in order to increase recycling rates. At all Oriflame sites, all hazardous waste is handled and disposed of in accordance with local waste regulations. To improve waste management efficiency, we implemented a new waste data application, with integrated interactive data visualisation reports, enabling improved tracking, analysis, and decision-making, to support a more effective and sustainable approach to waste reduction.

## Waste management in our value chain

As Oriflame places packaging materials on the global market every year, we recognise that packaging waste may arise downstream in our value chain. However, visibility of how packaging waste is managed in all markets remains limited. Much of our progress in packaging waste therefore focuses on developing recyclable or refillable packaging from the outset. We also support recycling initiatives in several markets, to encourage our Beauty Entrepreneurs and consumers to recycle their packaging waste. In 2025, recycling programmes

continued in India, Indonesia and Ukraine. In Indonesia, the Less Waste Lifestyle campaign, launched in 2022, enables consumers and Beauty Entrepreneurs to return their empty packaging through Oriflame Experience Centres. This initiative has been instrumental in promoting a culture of sustainability within the Oriflame community. In Ukraine, a recycling programme launched in 2021, with 27 Beauty Entrepreneur Service Points (SPOs) currently participating. Despite operational challenges

in Ukraine, we still managed to collect a significant amount of packaging waste during 2025. Feedback from participants shows that the initiative not only supports environmental protection, but also promotes a positive image of the Oriflame brand, by building customer engagement and trust.

Our packaging and waste processes are outlined in Figure 1.

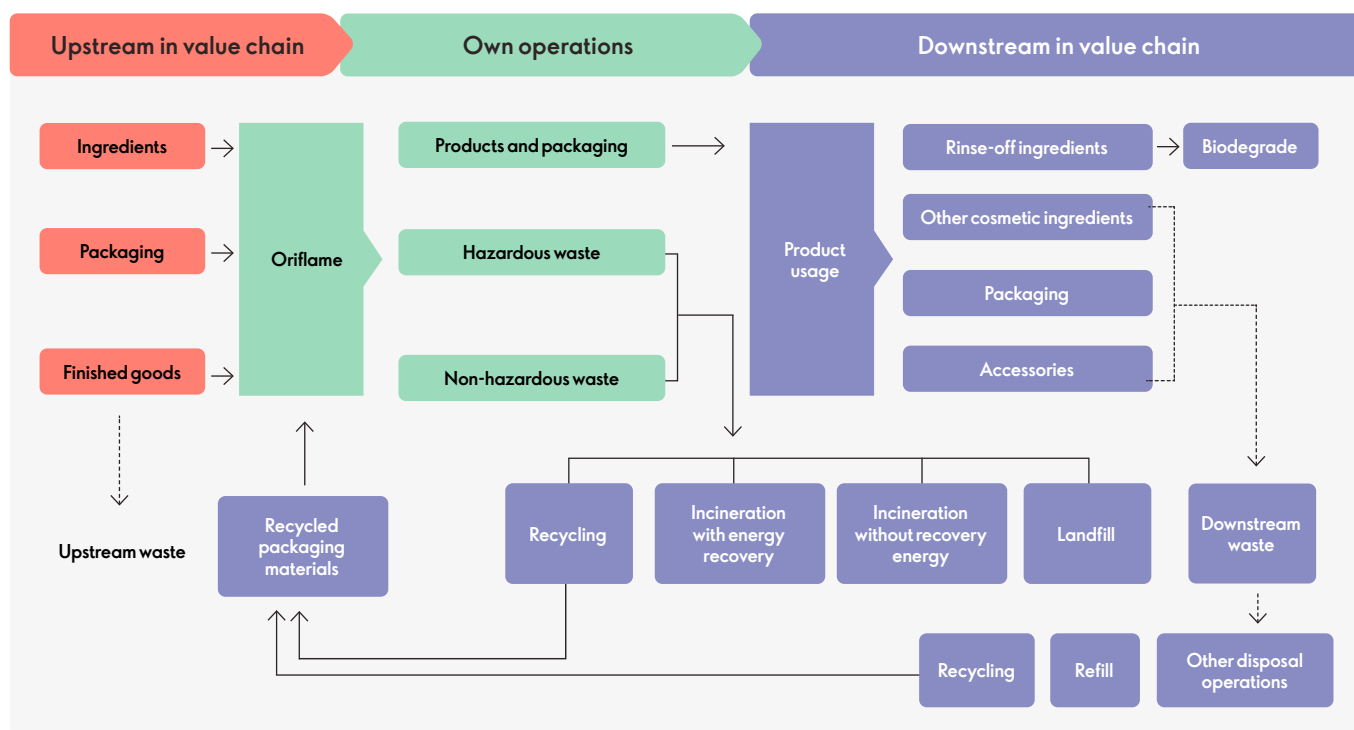


Figure 1: Oriflame's waste flow chart – visualising packaging and waste processes across our value chain. Dotted lines indicate limited information available to Oriflame.

## Progress in numbers

### Product packaging

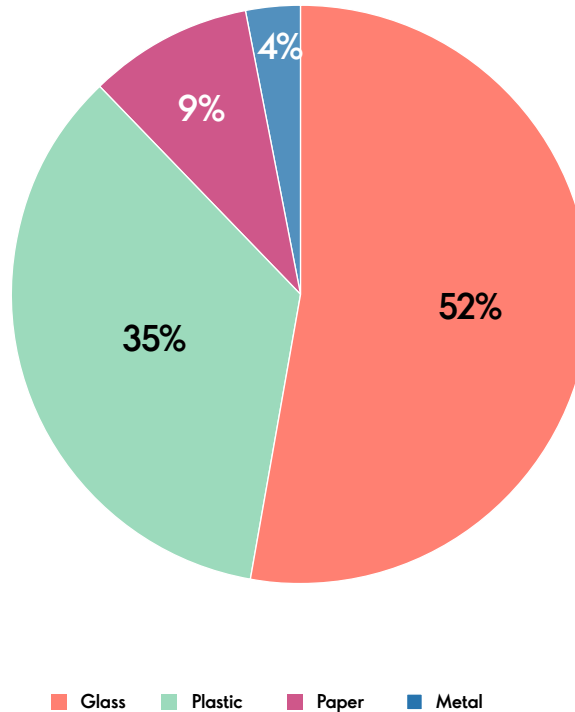
In 2025, Oriflame placed a total of 5,116 tonnes (5,574 tonnes in 2024) of primary packaging materials on the global market, with glass and plastic accounting for the largest share of materials.

### Recycled materials

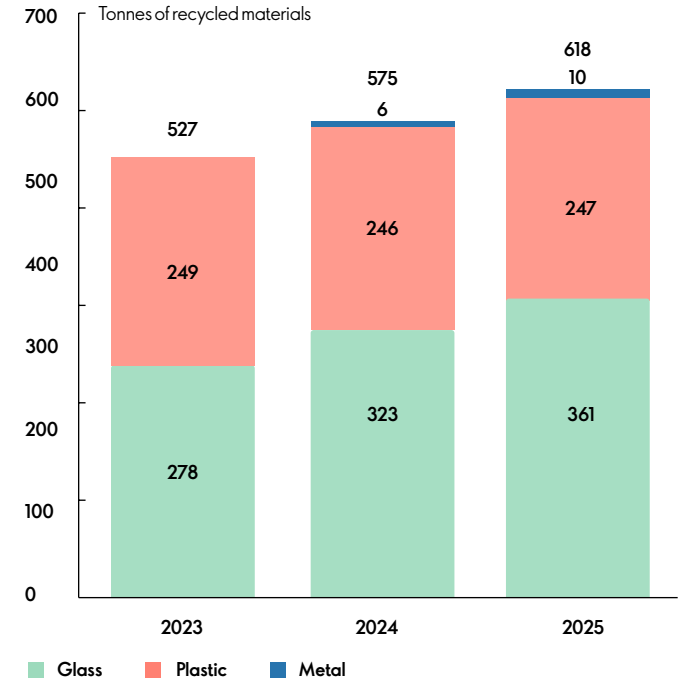
Plastic and glass are currently the main recycled materials used in Oriflame product packaging, but we also source some recycled metals. In 2025, Oriflame placed more than 618 tonnes of recycled materials on the market. Over the last three years, particular focus has been placed on incorporating recycled materials into our glass bottles and jars, resulting in a significant increase in recycled glass since 2021.

We measure the implementation of recycled materials at several levels. The data in the table below shows the share of recycled content for each material type in primary packaging in the 2025 global product portfolio, based on sold product weights. By 2030, we aim to achieve 80% recycled PET plastic and 25% recycled glass in our product packaging.

Packaging split per material group by weight



Recycled materials in Oriflame packaging, by weight



Share of recycled content by type of material (weight)	2025 results
Glass	13%
Plastic	14,5%
PET	48%
PE tubes	13%
Metal	5,5%
Total packaging portfolio	12%



## Recyclable materials

To measure recyclability, we use our internal Oriflame Design for Recycling guidelines. In 2025, 72% of our primary packaging was recyclable. We aim for 100% of our packaging to be recyclable, refillable, or reusable by 2030.

## Renewable materials

In 2025, renewable packaging materials used in Oriflame product packaging were paper, cardboard and wood.

## Reclaimed product packaging in the value chain

Some of our markets (India, Indonesia and Ukraine) have implemented recycling programmes to collect empty and used packages from our consumers and Beauty Entrepreneurs. The impact figures are presented in the table below. In Indonesia, the most commonly collected used packages are cleanser and personal care products such as body lotion and shower creams, followed by perfume bottles.

## Packaging data methodologies and changes compared with previous year

We manage our packaging data in an external data management system. The dataset includes primary packaging for globally developed cosmetics, wellness and accessory products. Locally developed product packaging, and secondary or tertiary packaging, are excluded from the data.

<sup>1</sup>Data submitted by markets and collected via supplier reports.  
<sup>2</sup>Includes our own manufacturing sites in Poland, India and China.

Renewable materials	2025 results
Amount of renewable materials used (tonnes)	447
Share of packaging made from renewable materials	9.5%

Market	Reclaimed product packaging in value chain <sup>1</sup>			Total weight
	Plastic	Glass	Paper	
Indonesia	28,971 pcs	4,462 pcs	N/A	522 KG
Ukraine	64 kg	44kg	59kg	197 kg

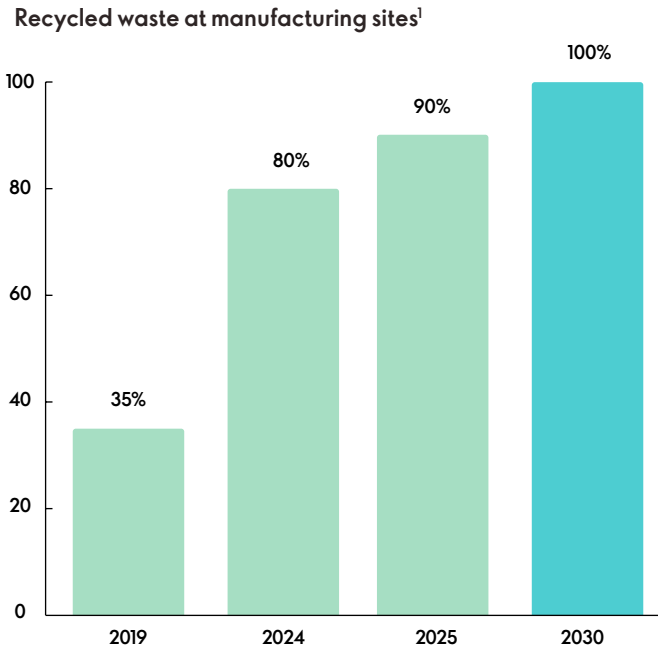
## Waste in operations

At our manufacturing sites, we aim to achieve 100% recycled waste by 2030. In 2025, less than 1% of waste generated at our manufacturing sites was sent to landfill<sup>2</sup>.

## Waste by composition, in metric tonnes

We generate waste at both manufacturing sites and other sites (offices, warehouses and service centres). Recycling or composting is defined as waste diverted from disposal, while incineration or landfill is defined as waste directed to disposal. No waste is currently prepared for reuse at Oriflame operated sites<sup>1</sup>.





<sup>1</sup>. Includes four of our own manufacturing sites in Poland, India and China. Our factory in Beijing, China, is excluded. The data excludes hazardous waste, including electronics. Waste by composition, in metric tonnes

Waste composition	Total waste generated (tonnes)	Waste diverted from disposal (tonnes)	Waste directed to disposal (tonnes)
<b>Manufacturing sites</b>			
Plastic	67	67	0
Wood, paper & board	625	625	0
Hazardous waste	95	85	10
Electronics, metal & glass	59	59	0
Other non-hazardous waste	342	238	104
<b>Total in manufacturing</b>	<b>1,188</b>	<b>1,074</b>	<b>114</b>
<b>Other sites (offices, warehouses, service centres)</b>			
Plastic	583	581	2
Wood, paper & board	1,282	1,251	31
Hazardous waste	39	0	39
Electronics, metal & glass	183	183	0
Other non-hazardous waste	841	523	318
<b>Total in other sites</b>	<b>2,928</b>	<b>2,538</b>	<b>390</b>
<b>Total waste</b>	<b>4,116</b>	<b>3,612</b>	<b>504</b>

**At our manufacturing sites,  
we aim to achieve 100%  
recycled waste by 2030.**

## Waste data methodologies and changes in data compared to previous year

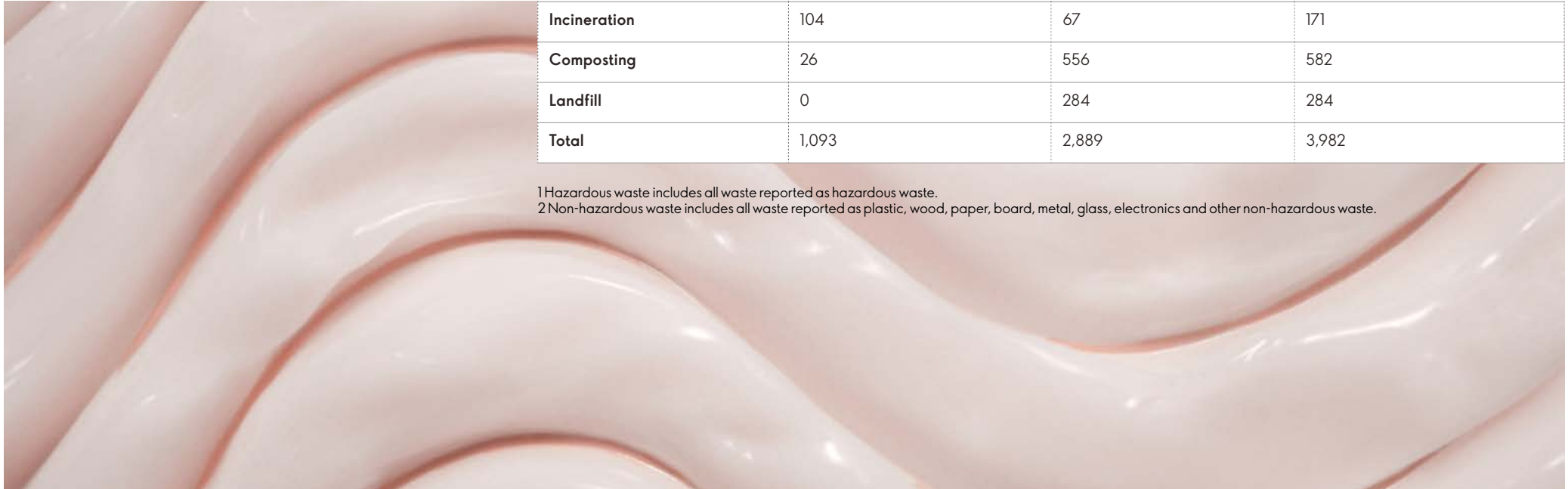
Waste data, including composition and disposal methods, were collected from all the manufacturing sites and from some of the sale markets (where available). For markets where this data was unavailable, estimations were made based on average employee headcount and average waste generation figures taken from the What a Waste Global Database, World Bank. For 2025, we are not reporting detailed waste composition for non-manufacturing sites.

Waste diverted from disposal (recovery operations) and waste directed to disposal (disposal operations), in metric tonnes

	Manufacturing (tonnes)	Other sites (tonnes)	Total (tonnes)
<b>Hazardous waste<sup>1</sup></b>			
Recycling	85	0	85
Incineration	10	16	26
Landfill	0	23	23
<b>Total</b>	<b>95</b>	<b>39</b>	<b>134</b>
<b>Non-hazardous waste<sup>2</sup></b>			
Recycling	963	1,982	2,945
Incineration	104	67	171
Composting	26	556	582
Landfill	0	284	284
<b>Total</b>	<b>1,093</b>	<b>2,889</b>	<b>3,982</b>

<sup>1</sup> Hazardous waste includes all waste reported as hazardous waste.

<sup>2</sup> Non-hazardous waste includes all waste reported as plastic, wood, paper, board, metal, glass, electronics and other non-hazardous waste.



**To prevent the destruction of unsold consumer products, Oriflame focuses on avoiding excess before it occurs.**

## Managing unsold products

To prevent the destruction of unsold consumer products, Oriflame focuses on avoiding excess before it occurs. This is achieved by improving demand forecast accuracy, integrating planning across demand and supply, and by closely managing product lifecycles. Supplier and production flexibility, together with enhanced inventory visibility, also help reduce the risk of overproduction. When unsold stock does arise, several measures are taken to recover value, including sales activation, market reallocation, and product rework. Donations or alternative uses are also explored before considering destruction. Controlled disposal is used only as a last resort, to ensure our products meet our high-quality standards, do not risk their expiration dates, and always in compliance with applicable regulatory and environmental standards.

## Unsold products waste disclosure

Product category (CN code)	Description	Number of units discarded	Total weight of units discarded (kg)	Packaging included in weight?	Incineration (%)
33	Colour Cosmetics; Fragrances; Hair Care; Personal Care; Skincare	1,270,328	26,980.72	Yes	100%
34	Hair Care; Personal Care	3,754	943.26	Yes	100%
38	Personal Care	2	0.17	Yes	100%
39	Accessories; Other Category	3,566	461.97	Yes	100%
48	Accessories; Other Category; Skincare	3,327	99.24	Yes	100%
61	Accessories; Other Category	21	2.78	Yes	100%
62	Accessories	2,804	942.55	Yes	100%
63	Accessories; Other Category	11,564	1,747.39	Yes	100%

Product category (CN code)	Description	Number of units discarded	Total weight of units discarded (kg)	Packaging included in weight?	Incineration (%)
64	Accessories; Other Category	655	111.85	Yes	100%
68	Accessories	170	9.72	Yes	100%
4202	Accessories; Other Category	41,446	2,188.56	Yes	100%
6911	Accessories	1	0.41	Yes	100%
7009	Accessories	288	18.50	Yes	100%
7117	Accessories; Other Category	3,491	96.68	Yes	100%
8203	Accessories	244	4.61	Yes	100%
8212	Accessories	259	5.82	Yes	100%
8213	Accessories	2	0.08	Yes	100%
8214	Accessories; Other Category	1,699	82.19	Yes	100%
8509	Accessories	5	1.54	Yes	100%
8510	Accessories	22	3.92	Yes	100%
8539	Accessories	661	56.84	Yes	100%
9004	Accessories	217	12.63	Yes	100%
9019	Accessories	1,163	52.63	Yes	100%
9102	Accessories; Other Category	861	97.00	Yes	100%
9506	Accessories	3	0.31	Yes	100%
9603	Accessories; Personal Care	2,237	51.90	Yes	100%
9615	Accessories	37	1.05	Yes	100%
9616	Accessories	11,739	198.31	Yes	100%
9620	Accessories	1,625	177.25	Yes	100%
Unclassified	Other Category; Skincare; Wellness	560,628	49,723.45	Yes	100%
<b>Grand total</b>		<b>1,922,819</b>	<b>84,073.32</b>	<b>Yes</b>	<b>100%</b>



# People-powered community



Our commitment to social sustainability is an ongoing one. We are aware of the actual impact and potential influence we have on people around the world – from our consumers and Beauty Entrepreneurs to our employees and our suppliers’ employees. This is why we address topics such as human rights in our supply chain, our work with consumer safety and health and safety at our workplaces.

This chapter covers our impacts on the people across our value chain, including our commitments and policies and our management thereof.

## People & culture

We acknowledge that our business activities and decisions have an impact on the people employed by Oriflame, influencing their social and economic resources. More than 60 different nationalities are represented among our 2,860 employees, with a broad range of expertise working across the different areas of our business, such as marketing, science, event management and manufacturing, to name just a few.



Commitment	Processes or guidelines	Potentially impacted part of value chain	Sustainable Development Goal
Oriflame is committed to ensuring equal opportunities for women and men across our workforce	Policy for diversity and equal opportunities	Oriflame employees	<b>5 GENDER EQUALITY</b> 
At Oriflame, we are committed to ensuring that risks to the health and safety affecting our employees, suppliers and contractors should be limited to a minimum when they work for us or on our behalf	<ul style="list-style-type: none"> <li>• <a href="#">Code of Conduct</a></li> <li>• <a href="#">Supplier Code of Conduct</a></li> <li>• Oriflame's Security and Occupational Health and Safety Policy</li> <li>• Oriflame's Health and Safety Event Management Procedure</li> </ul>	Workers, including contractors and suppliers working at Oriflame premises or on behalf of Oriflame, including all workplaces owned or directly managed by Oriflame	<b>3 GOOD HEALTH AND WELL-BEING</b> 

In 2025, we continued to witness the positive impact of our new organisational structure, which empowers markets to make quicker decisions and work more efficiently. To enhance this streamlined approach, we pursued several initiatives across the company throughout the year.

### Employee engagement

Every year we conduct a global employee survey to gain deeper insights into our employees' experiences at Oriflame. Participation in the survey is entirely anonymous and voluntary. The survey is conducted by an external party, available in 12 languages and benchmarked against other companies operating in the

same countries as Oriflame. This approach enabled us to better interpret the insights and understand how we compare both locally and globally. The results highlight that workload remains a key area for improvement. To confirm and clarify these initial findings, we conduct a follow-up survey in December, called a pulse survey.

### Communication and transparency

To promote transparency and open communication, our CEO hosts regular online Global Townhalls for all employees. During these meetings, the CEO and members of the Global Leadership Team provide updates on the company's performance and initiatives and invite

employees to ask questions, either directly or anonymously. The meetings are accessible to everyone, live broadcast, and recorded for future reference. They are complemented by regular physical employee meetings held by the CEO and members of the Global Leadership Team in the Oriflame locations they visit.

### Local practice

We always comply with local labour laws and market practices. Where appropriate, we strive to exceed the local standards to provide Oriflame employees with better conditions. All employees have the right to freedom of association: this means that Oriflame employees





always have the right to join unions, and the right to collective bargaining. This is a key principle of our Code of Conduct.

### **Diversity and equal opportunities**

We believe that diversity and equal opportunities are prerequisites for a dynamic and productive workplace and provide the foundation for a strong and successful company. We strive to ensure that our Board, management teams and workforce represent people with diverse backgrounds and experiences. In 2025, our Global Leadership Team is represented by five different nationalities and achieved gender parity, with an equal balance of 50% women and 50% men. Additionally, over 75% of recruits to the Global Management Team are hired from the local community in markets with more than 100 employees. Salary ranges of new hires are currently benchmarked at the time of job posting, i.e. before the gender of the final candidate is known.

### **Training and development**

To foster the development of our workforce, we provide a range of mandatory and voluntary training opportunities. As a baseline, we require our employees to undertake courses on our Code of Conduct, information security and privacy, and occupational health and safety (where relevant). We offer a variety of optional courses, including language courses and e-learning modules on various topics, such as business and management. Additionally, we offer specific training tailored to our employees' needs and the evolving landscape of our industry. All employees are invited to participate in interactive leadership workshops focused on topics such

as self-leadership, mindset, communication, timing, decision-making and action-taking. Furthermore, all managers with people responsibility are periodically designated for a leadership programme specifically developed to improve their leadership roles. We also conduct training sessions tailored to specific business functions.

To address the critical risk of cyber security, we launched an Information Security and Data Privacy Awareness training campaign in 2024. This initiative includes a vulnerability assessment of all employees to determine a learning path tailored to the most critical risks Oriflame faces as an organisation. It also includes monthly e-learning courses on key risks and a simulated phishing campaign to build awareness and reporting habits. This campaign reflects our commitment to protecting our digital environment and ensuring the security of our data. Additionally, it aims to foster a data privacy culture and awareness among all employees. Our goal is to create a safer cyberculture both at work and at home, with an emphasis on education and proactive reporting of suspicious digital behaviours.

### Talent management

At Oriflame, we believe employees are an important investment for success and we constantly challenge and encourage our employees because we know that the strength of our company is built upon the skills and expertise of our people. In order to enable employees to grow and succeed, we believe in continuous feedback and coaching. This is partly conducted through

a performance management process but needs to be ongoing throughout the year. Performance management is essential for improving organisational performance by ensuring everyone is working in the same direction. It also serves to reward employees through annual bonuses, driving performance and fostering an empowered and motivated workforce. Annual reviews and evaluations provide a valuable opportunity for managers and employees to assess and evaluate results against agreed goals, as well as acknowledge achievements and recognise the hard work and dedication that contribute to individual and team successes. Furthermore, these reviews offer a platform to address challenges, ensure lessons are learned, and guide future efforts. Open and constructive discussions during evaluations aim to strengthen collaboration and enhance individual growth and organisational excellence, paving the way for a strong start to the upcoming year.

### Succession planning

To ensure business continuity and stability, we maintain a comprehensive succession planning strategy across the organisation. This initiative not only prepares us to navigate sudden internal and external challenges but also enhances talent development by identifying and nurturing diverse internal candidates for future leadership roles. It also aligns our talent development efforts with the company's long-term strategic goals, ensuring we have the right people in place to drive future success as well as ensuring that we identify where we need to recruit external talent.



## Culture

Our culture is one of our most valuable assets and enables us to move forward as one – united and strong. It's what makes us truly unique, and it would be impossible for anyone to copy. This uniqueness does not just come from what we do, but from how we do it – the way we work, the way we connect, and the way we overcome challenges together.

In 2025, Oriflame strengthened its organisational culture and employee engagement by establishing a global network of Culture Ambassadors, comprising nearly 40 representatives from markets across the organisation. Culture Ambassadors play a key role in sustaining Oriflame's culture at the local level, acting as cultural stewards and as points of contact for employees seeking guidance, dialogue, or deeper understanding of the company's values and ways of

working. This initiative supports consistent implementation of Oriflame's values while respecting local market contexts.

The Culture Ambassadors convene on a bi-monthly basis to exchange best practices, initiatives and insights related to cultural engagement. These structured knowledge-sharing sessions enable cross-market learning, and support the scalable adoption of successful initiatives, fostering continuous improvement through a "copy with pride" approach.

For example, the culture activation initiative "Inspiration Mornings," originally developed by GSO Stockholm, was later adapted and successfully implemented by Oriflame Nigeria in 2025, demonstrating effective cross-market knowledge sharing and local adaptation.

To enhance transparency and accessibility, we launched a dedicated Culture page on our internal company website, to provide employees with a view of culture-related activations and initiatives across markets.

In support of innovation and structured engagement, Oriflame also introduced an AI-enabled platform to support the ideation and planning of culture initiatives at the market level. The platform is trained on Oriflame's culture and values, ensuring alignment with internal governance standards and reinforcing consistency in cultural practices across the organisation.



**Our culture is one of our most valuable assets and enables us to move forward as one**

## Health and safety

The people who work at Oriflame-managed premises are exposed to occupational health and safety risks, especially employees working in laboratory, manufacturing and warehouse environments.

To manage these risks and avoid any potential impact, Oriflame has an occupational health and safety management system in place. The Global Occupational Health & Safety system was created in 2017, for which the functional responsibility lies with the Global Assurance team.

The Occupational Health & Safety system concerns all workers, including contractors and suppliers working at Oriflame premises or on behalf of Oriflame, and all workplaces owned or directly managed by Oriflame. The Global Assurance team oversees the assessment and minimisation of significant occupational health and safety risks. To align with applicable local regulations, local Oriflame entities may implement their own initiatives to identify hazards and minimise occupational health risks.

## Health and safety policy

The key requirements for the management of health and safety in the workplace are detailed in our publicly available [Group-level policy](#). These requirements include, but are not limited to, the monitoring of compliance with applicable health and safety regulations, emergency planning, fire and loss prevention, and qualification of suppliers and contractors. The policy is followed up through an internal control process, where

Hazardous risks identified	Manufacturing environment	Laboratory environment	Warehouse environment	Office environment
<b>Hazards posing a risk of high-consequence injury</b>	<ul style="list-style-type: none"> <li>• Exposure to moving machinery</li> <li>• Manual handling</li> <li>• Hot fluids</li> <li>• Hazardous substances</li> </ul>	<ul style="list-style-type: none"> <li>• Hazardous substances</li> <li>• Small equipment risks</li> </ul>	<ul style="list-style-type: none"> <li>• Exposure to moving machinery</li> <li>• Exposure to sharp objects</li> <li>• Manual handling of heavy loads</li> <li>• Slips, trips and falls from the same level</li> </ul>	<ul style="list-style-type: none"> <li>• Slips, trips and falls from the same level</li> <li>• Business travel</li> </ul>
<b>Hazards posing a risk of work-related ill-health</b>	<ul style="list-style-type: none"> <li>• Hazardous substances</li> </ul>	<ul style="list-style-type: none"> <li>• Hazardous substances</li> </ul>	<ul style="list-style-type: none"> <li>• Repetitive tasks</li> <li>• Ergonomics</li> </ul>	<ul style="list-style-type: none"> <li>• Ergonomics / display-screen equipment</li> <li>• Stress and work-life balance</li> </ul>
<p>All hazards identified above have been determined through incident analysis, on-site visits and assessments. Risks related to the hazards are minimised through elimination, engineering, administration/procedures, training and personal protective equipment.</p>				

each Oriflame entity must confirm policy implementation, which is verified annually.

## Health and safety e-learning

Our Health and Safety Awareness e-learning course is available to all employees in English, Russian, Chinese (simplified) and French. The e-learning course is mandatory for all management and supervisors of Oriflame manufacturing sites, laboratories and warehouses, and has been undertaken more than 700 times since its inception in 2018. A further 93 employees have undergone the course in 2025. The course clearly states the

rights and responsibilities of all workers to report hazards and to not engage in any activity that they consider would pose an unacceptable danger to their health or safety. In addition, all employees are required to report breaches of compliance with the Oriflame Code of Conduct. Read more in the section on [Human Rights](#) in this Report.

## Occupational health and safety assessment

We gather and monitor incident and accident data from all our sites and analyse results to help us implement any necessary improvements or preventive measures.



All warehouses controlled by Oriflame are required to undertake an occupational health and safety self-assessment at least once per year. The self-assessment reviews the level of control for the twelve most common risks encountered in this setting. For each of these risks, a hierarchy of controls is proposed as follows:

1. Eliminate the hazard
2. Substitute the hazard
3. Engineering controls
4. Administrative controls
5. Behavioural controls and personal protective equipment

Entities undertaking the self-assessment must implement improvement plans for all identified gaps and to demonstrate improvements. Progress on those plans is reviewed with concerned entities on a quarterly basis.

### **Process to investigate work-related incidents**

A comprehensive global procedure exists for managing work-related incidents, covering reporting, emergency response, investigation, corrective actions, and sharing of lessons learned.

### **Worker participation in occupational health and safety**

At our major sites we have established health and safety committees that meet at least four times a year, depending on the location, and include representatives from both management and employees. The committees review the objectives of the site's health and safety

management system and risk-reduction programme, and where relevant, make decisions related to the definition and implementation of such objectives.

### **Promotion of worker health**

In addition to organising wellness events internally and promoting a wellness lifestyle, we have local and regional programmes where employees receive information related to the prevention of ill health, the promotion of their health, and recovery, in line with local applicable regulations. Moreover, several of our local entities offer employees regular, free access to confidential medical check-ups, in addition to the standard and legally required occupational health checks.

### **Preventing risks at suppliers**

Oriflame suppliers are required to comply with the Oriflame [Supplier Code of Conduct](#), which highlights basic requirements in relation to the reduction of occupational health and safety risks. More information on this is presented in the [Human Rights](#) section of this Report. Where Oriflame outsources operations, and wherever the contractual relationship allows, Oriflame business partners are obliged to minimise occupational health and safety risks their workers are exposed to while working on behalf of Oriflame.

### **Progress in 2025**

We record and report every accident and occupational illness at all our sites, including fatalities, severe injuries (high consequence), major injuries (resulting in at least

one day lost beyond the day of injury), minor injuries and ill health. Our reporting covers Oriflame employees; contractors and suppliers are excluded from our reporting.

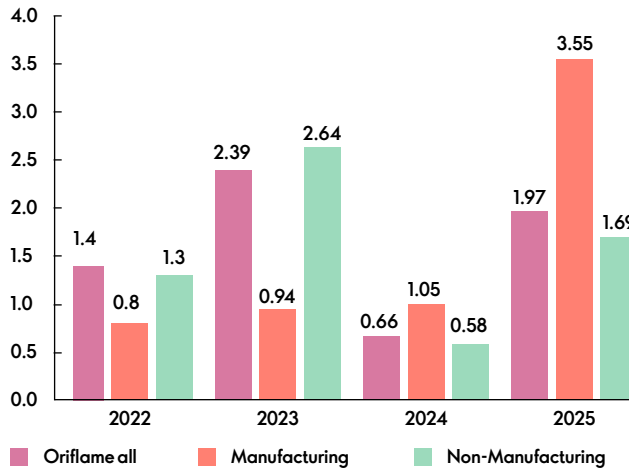
Oriflame is constantly striving to reduce the number of injuries related to our activities. During 2025, there were no fatalities as a result of work-related injury and no high-consequence work-related injury for employees and contractors/suppliers working on Oriflame premises or on behalf of Oriflame. In 2025, there were 0 work-related ill health cases and 12 occupational injuries affecting Oriflame employees. We investigate accidents and occupational illnesses with the aim to identify root causes. Consequently, we implement corrective actions to prevent future incidents. More detailed health and safety data is presented in the Appendix of this Report.

Global and local initiatives to provide our employees with safe workplaces, processes and tools continued in 2025. For example, we have initiated a behavioural safety training programme for warehouse supervisors in Europe, and have made significant improvements in machine safety related to bottling lines in all our factories.

**Global and local initiatives to provide our employees with safe workplaces, processes and tools continued in 2025.**

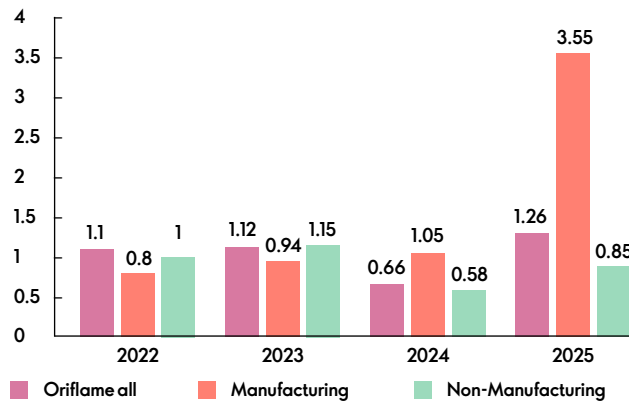
### Occupational injuries (rate of all recordable work-related injuries)

Injuries per million hours worked<sup>1</sup>

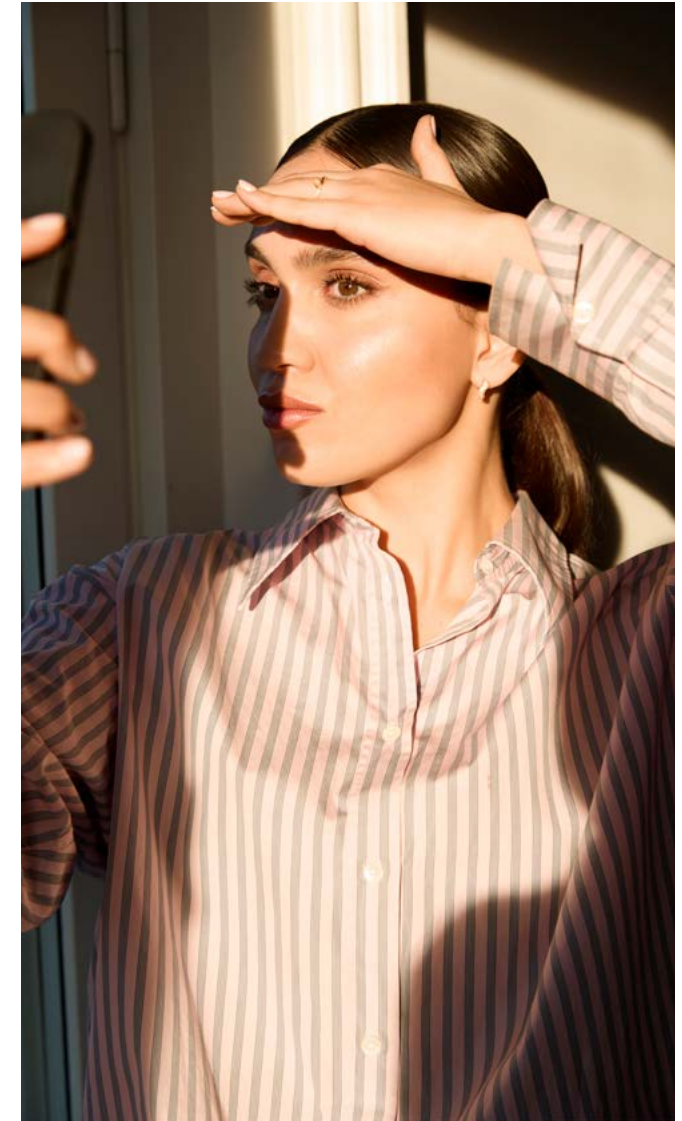


### Lost-time injury frequency rate

Injuries per million hours worked<sup>1</sup>

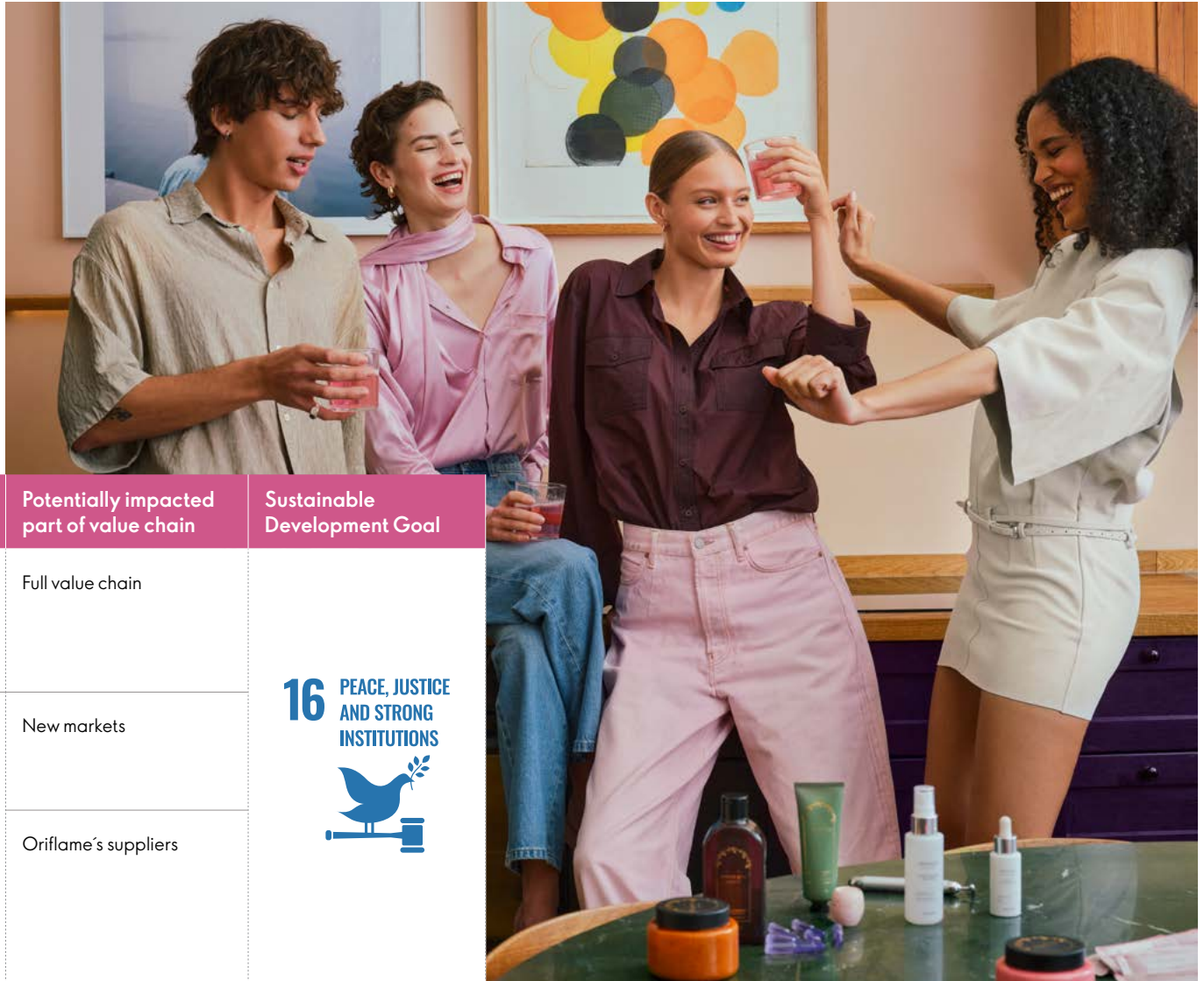


<sup>1</sup> Frequency rates are calculated per 1,000,000 working hours, on the basis of 8-hour working days.



# Human rights

With operations in more than 60 countries and a supplier base with a broad geographical footprint, our business activities impact many people across our value chain, including their social, economic and environmental resources. Therefore, Oriflame strives to ensure that the human rights of our employees as well as those affected by our business activities are respected at all stages of our value chain. Forced labour, child labour and modern slavery are strictly prohibited within Oriflame and among our suppliers.



Commitment	Processes or guidelines	Potentially impacted part of value chain	Sustainable Development Goal
Oriflame is committed to the protection of human rights at all stages of its value chain	<ul style="list-style-type: none"> <li>• <a href="#">Code of Conduct</a></li> <li>• <a href="#">Supplier Code of Conduct</a></li> <li>• Oriflame Responsible Sourcing Programme</li> </ul>	Full value chain	<div data-bbox="1106 1059 1301 1267"> <p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p> </div>
Conduct a human rights risk assessment for all new markets as part of our due diligence process	<ul style="list-style-type: none"> <li>• Human Rights risk assessment of new markets</li> <li>• Oriflame Responsible Sourcing Programme</li> </ul>	New markets	
Terminating existing business relationship with any supplier or discontinuing the approval process of a new supplier, in case of systematic human rights breaches or systematic cases of corruption and/or bribery		Oriflame's suppliers	

To better understand and reassess the potential human rights risks associated with our operations, we participated in the UN Global Compact Business & Human Rights Accelerator Programme in 2023. The programme supported us in conducting an in-depth review of our most salient human rights risks of impact throughout our value chain. Our ongoing focus is to ensure that these risks and potential impacts are adequately addressed. As part of our due diligence process, we are also committed to conducting human rights risk assessments for all new markets.

## Ethics and compliance

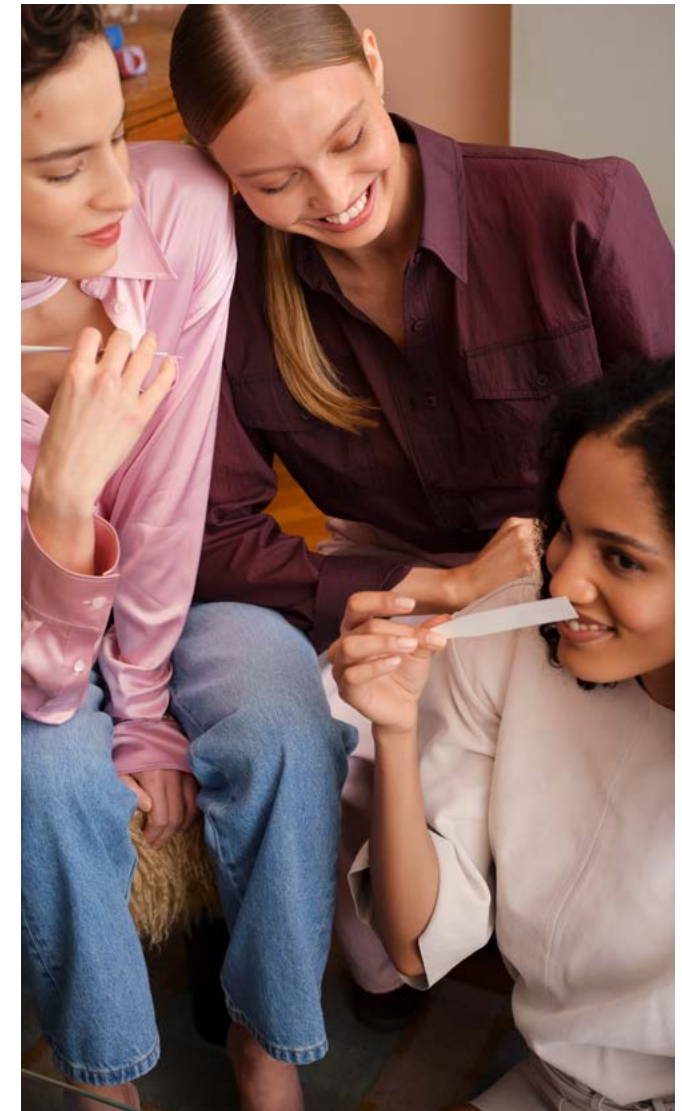
Compliance at Oriflame is defined as the range of tools and initiatives implemented to safeguard the company's employees, resources, integrity, reputation and business

OUR CODE OF CONDUCT'S 10 RULES	
1	We provide a safe and secure workplace for all employees
2	We treat each other with respect and dignity
3	We never tolerate corruption
4	We use good judgement regarding entertainment and travel
5	We maintain accurate financial records and comply with all disclosure standards
6	We protect our assets and respect privacy
7	We compete fairly
8	We always act in the best interest of Oriflame
9	Human rights and labour laws are indisputable
10	We strive to be a sustainable company

partners. We comply with both the letter and the spirit of the law and strive to go above and beyond wherever possible to always do the right thing. At Oriflame, we have a zero-tolerance policy towards any human rights violations, including forced or child labour, and discrimination. All forms of corruption, including bribery, are strictly prohibited both within Oriflame and among our suppliers.

Our Employee Code of Conduct, issued in 2023, builds upon the eight fundamental conventions of the International Labour Organization (ILO). Supported by several internal policies, it sets out the principles that guide how we operate at Oriflame, always with a high level of integrity and a strong ethical and moral conscience. The Code of Conduct is available to all employees, in several languages. The Code of Conduct is also explained through a dedicated e-learning course available to all employees. In 2025, The Code of Conduct e-learning course was completed by 419 new and existing employees.

Since 2023, we have also delivered advanced training on Compliance and Business Ethics for current and future leaders. This programme includes a theoretical component covering key risks and management principles (for example corruption & bribery, harassment and conflicts of interest), as well as an extensive practical component in which participants resolve compliance dilemmas based on real-life scenarios. Since the inception of this programme, 130 employees have completed the training, including 67 in 2025, including members of our most senior management. Since 2018, our senior management (Directors and above) and people managers have been required to submit an Annual Compliance Pledge. The Pledge is a confirmation of individual compliance with the Code of Conduct and a commitment to continue to do so in the coming year. In





2025, 496 employees including senior management and middle managers with people management responsibilities submitted a Compliance Pledge. An additional 308 lower-level employees voluntarily submitted a Pledge.

### Report a concern

We encourage employees to report concerns and to ask compliance-related questions. Oriflame employees, as well as other stakeholders (including suppliers, Beauty Entrepreneurs and the general public) can report concerns related to Oriflame's compliance with applicable laws and responsible business practices. Oriflame has operated in-house reporting mechanisms continuously since 2007. In 2025, we successfully outsourced the intake and triage of reported concerns to Safecall, guaranteeing independence, confidentiality and protection against retaliation for all individuals reporting in good faith. Oriflame and Safecall comply with all applicable legal requirements related to the protection of those who report concerns. All allegations concerning breaches of the applicable regulations, the Oriflame Code of Conduct and policies, or of other relevant ethical standards are reviewed and, where relevant, investigated by members of the Global Assurance Team. Substantiated cases are escalated to the Corporate Committee (CEO, Deputy CEO, and CFO), which may request additional investigations or the implementation of corrective actions. In 2025, a total of 39 concerns were reported (-13% compared with 2024). Of these, 14 reports related to commercial matters rather than the Code of Conduct (-54% compared with 2024). Statistics from these reporting mechanisms, as well as highlights from notable cases, are presented on a quarterly basis to the Audit Committee, composed of members of the

Board of Directors, while preserving the confidentiality of those who report.

### Reports of discrimination and human rights incidents

In 2025, less than five concerns related to discriminatory conduct were reported by employees or members of the general public. Internal investigations were conducted and have found that none of these cases were substantiated. During the reporting period, no regulatory fines, penalties, or compensation for damages were recorded in relation to compliance or human rights incidents. This information is based solely on Group-level reporting channels, which are available to all employees and external stakeholders and cover all types of incidents.

### Responsible supply chain

Our [Supplier Code of Conduct](#) sets out our requirements to protect human rights across our value chain, including freedom of association and the prohibition of forced labour, child labour and modern slavery. These requirements apply to all external suppliers. The Code was updated in 2022 and is part of our standard terms of doing business with suppliers. In 2025, we sourced around 134 million units from more than 50 global and regional suppliers. We strive to source as closely to our markets as possible through regional sourcing initiatives, while maintaining legal compliance and improving service levels. Some of our products, packaging and raw materials are sourced from markets that are classified as high risk from a human rights and corruption perspective, according to Transparency International's Corruption

Perceptions Index. Major risk countries for Oriflame are Indonesia, India, China and Malaysia. Since 2019 we have been strengthening our processes to improve compliance for both direct and indirect suppliers. This work continued in 2025, with a focus on managing suppliers in high-risk countries as well as planning ways to expand the scope of assessments for indirect suppliers.

### Oriflame Responsible Sourcing Programme

To improve sustainability performance across our whole value chain, we have developed the Oriflame Responsible Sourcing Programme. The programme is for our direct suppliers and begins during the onboarding process, continuing throughout the entire business relationship. It enables us to objectively assess our suppliers against a range of environmental and social sustainability criteria, including human rights, and defines how suppliers are evaluated, scored, and developed. The programme is outlined in the table to the right.

By the end of 2025, 97% of our global direct (first tier) external spend suppliers were covered with a valid EcoVadis scorecard. In 2025, the scope was adjusted due to the shift of production from our Polish factory to external fillers, which significantly affected the figures. In 2025, we also expanded our EcoVadis coverage to include indirect suppliers. By the end of 2025, 70% of indirect suppliers of catalogue paper and 76% of indirect suppliers of cardboard-related products, based on external spend, were covered with valid EcoVadis scorecards. A scorecard is considered valid if the supplier scores 45 or higher, and remains valid for three years. In 2026, we will continue our efforts to increase our EcoVadis supplier coverage.

### Oriflame Responsible Sourcing Programme for direct suppliers

Progress	Description of activities
<b>STEP 1</b> Risk assessment and prioritisation process	<ul style="list-style-type: none"> <li>Initial risk assessment of market- and commodity-specific risks, including human rights risks.</li> </ul>
<b>STEP 2</b> Supplier Code of Conduct	<ul style="list-style-type: none"> <li>The foundation of the programme is the Oriflame Supplier Code of Conduct, which outlines our requirements on working conditions, health and safety, non-discrimination and environmental impact, among others.</li> <li>The Code applies primarily to all our first-tier direct suppliers, and we also expect suppliers to implement the Oriflame Supplier Code of Conduct in their own value chains.</li> </ul>
<b>STEP 3</b> Commodity-specific requirements	<ul style="list-style-type: none"> <li>For certain commodities, we have established specific requirements to ensure that we meet our sustainability targets and minimise risks. These include palm oil and palm kernel oil (including derivatives), paper and board, wood and plastic.</li> </ul>
<b>STEP 4</b> EcoVadis Assessment and/or Sustainability Audit	<ul style="list-style-type: none"> <li>Our suppliers are invited to complete an evidence-based EcoVadis assessment. The assessment provides us with detailed scorecards, covering both environmental and social criteria. It is adapted to hundreds of business categories and takes into account relevant industry labels and certifications, as well as local legislation. It is aligned with global standards such as the UN Global Compact.</li> <li>To meet the basic requirements of our Responsible Sourcing Programme, suppliers must achieve a minimum score of 45 for their scorecard to be considered valid. Scorecards remain valid for three years.</li> <li>Suppliers operating in higher-risk regions, and those with a low scorecard, may also undergo onsite audits to ensure compliance with the Supplier Code of Conduct and our minimum sustainability requirements.</li> </ul>
<b>STEP 5</b> Improvement/ Corrective Action Plan	<ul style="list-style-type: none"> <li>If a supplier scores less than 45 and/or does not pass the audit, we form a corrective action plan together, followed by reassessment within one year of the previous scorecard's publication. Read more about our auditing process below.</li> </ul>

## Sustainability audits

As the fourth step in our Responsible Sourcing Programme, sustainability audits are carried out to confirm compliance with the Oriflame [Supplier Code of Conduct](#) and our minimum sustainability requirements. Sustainability audits for high-risk direct suppliers are prioritised based on risk assessment or EcoVadis scores. Audits are conducted for potential new suppliers and existing suppliers on a regular basis. They assess environmental and social impacts, including human rights, across cosmetics, nutrition, packaging and accessories suppliers. Suppliers are scored on a scale from A to E, with A being the highest rating, and a minimum rating of C required to pass.

If a potential supplier receives a D or E rating, they must significantly improve through a corrective action plan to be awarded our business. Existing suppliers receiving a D or E are required to address non-conformances within a defined timeframe (generally within three months). If standards are not met, an exit plan may be initiated.

In July 2025, one potential cosmetic supplier received a D-rating in Oriflame's sustainability audit. Two critical non-conformances were identified: "excessive working hours" and "inappropriate deductions for employees' negligent work". The supplier agreed to address all non-conformances, and Oriflame will conduct a follow-up audit for this supplier in 2026 prior to granting any approval.

Each supplier's progress is regularly reviewed by the procurement, global quality and global sustainability teams.

In order to receive an A-rating, suppliers must achieve a compliance score above 95%. Due to these high standards, only one audited supplier has received an A-rating in the past three years. In recent years, the focus has been on working closely with suppliers to reduce non-conformances and improve sustainability performance. Major non-conformances are also reviewed during Supplier Management Review meetings.

## Summary of audit findings

Over the past three years, we have collaborated with suppliers to improve performance in three key areas:

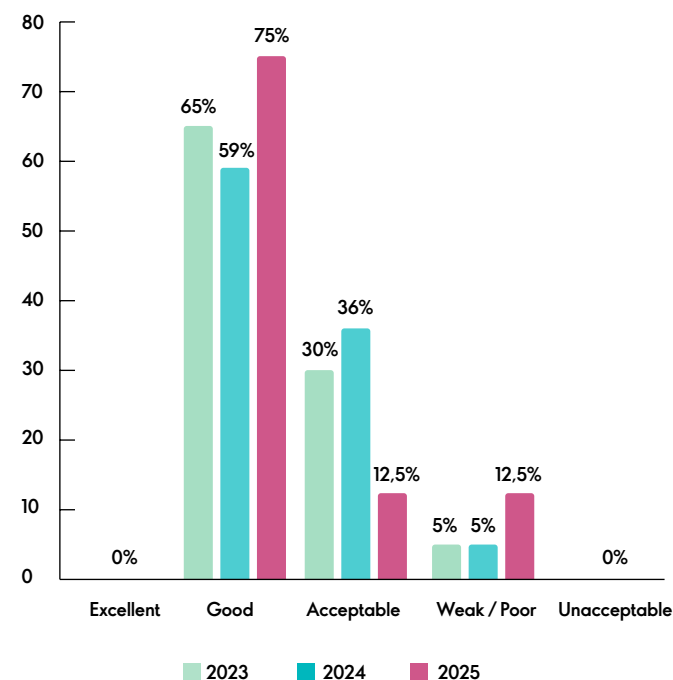
- Workplace safety (e.g. insufficient personal protection equipment, inadequate occupational health examination management, blocked emergency exits, inadequate electrical safety policies).
- Condition of employment and work (e.g. excessive working hours, inadequate benefits for contractual workers, including leave and bonuses).
- Legal compliance (e.g. insufficient licensing, labour contract management and personal information registration controls).

No zero-tolerance findings were recorded in any audits conducted in 2025. No environmental findings of concern were recorded in the last three years. No business relationships with suppliers were terminated due to human rights breaches or systematic cases of corruption and/or bribery.

## Sustainability audit score scale

Score	Definition	Audit Score	Risk Level
A	Excellent	≥95%	Leadership
B	Good	≥85%	Low Risk
C	Acceptable	≥70%	Medium Risk
D	Weak/Poor	≥50%	High Risk
E	Unacceptable	<50%	High Risk

## Sustainability audit score results



## Responsible Mica Initiative

The reflective qualities of ground mica make it a valued ingredient in cosmetic products. Mica is added to eyeshadows, lipsticks, blushes, nail polish, shampoo and other products to create pearlescent effects. Additionally, it is commonly used as a bulking agent in items such as lipsticks and powders. Mica mining is associated with significant human rights issues, including the use of child labour in unregulated mines and unacceptable working conditions in the global mica supply chain. In India, it is estimated that 130,000 tonnes of natural mica are produced annually and 10% of the workforce is child labour. To address these issues, Oriflame joined the Responsible Mica Initiative (RMI) in 2017 and continued our proactive engagement to date. The initiative aims to eradicate child labour and improve working conditions in mica supply chains globally. It collaborates with companies from various industries and receives valuable support from local NGOs.

## Taking action

To advance the RMI's mission to eradicate child labour, improve workplace conditions and empower mica-dependent communities, the RMI was built on the solid foundation of existing efforts. Over the next three years, the RMI will focus on impactful actions, including:

- **Community empowerment:** Building on previous initiatives, the RMI will roll out programmes in 50 mica-dependent villages across Bihar and Jharkhand, benefiting over 25,000 individuals. These efforts will enhance access to quality education, diversify livelihoods, improve health and nutrition and connect families to social security schemes.
- **Responsible Workplace Standards:** The RMI will expand the implementation of Responsible Workplace Standards at three mine sites and ten processing units, ensuring safe and fair working conditions, living

wages and compliance with occupational safety requirements.

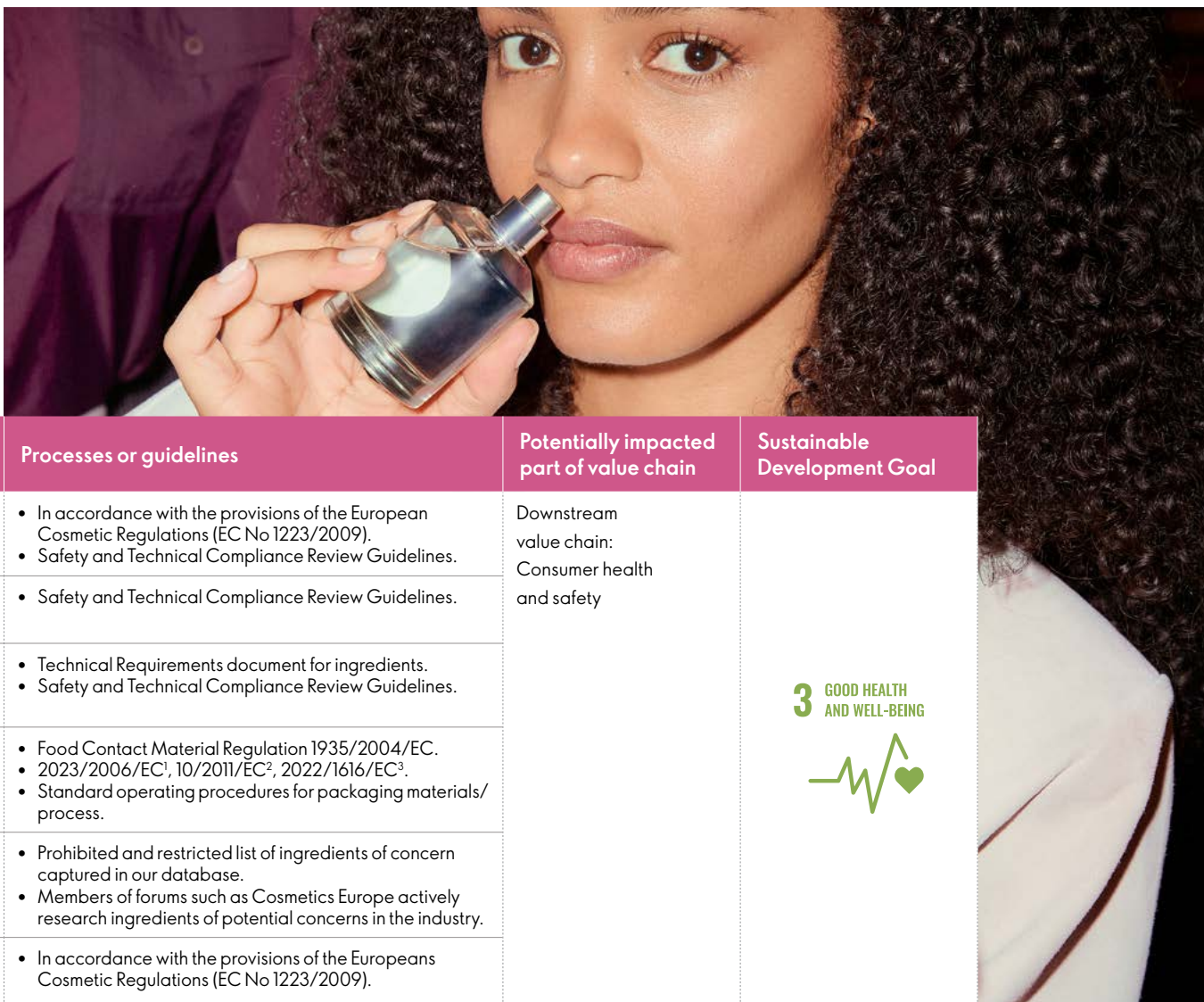
- **Government and policy engagement:** Strengthening RMI's advocacy work, we aim to promote the effective implementation of existing regulations, advocate for sustainable legal frameworks and engage with governments to formalise the mica sector and protect workers' rights.

To mitigate the risk associated with mica usage, we are focusing on sourcing mica from regulated or synthetic sources where technically feasible. We only use unregulated mica where there are no reasonable alternatives. Furthermore, to align and ensure compliance with RMI membership requirements, we are working to leverage our internal data systems to create greater traceability and to streamline our reporting and mapping of our value chain.



## Consumer safety

We never compromise on the safety of our consumers. Our consumers' wellbeing is of paramount importance to us. To avoid negative impacts on the health and safety of our consumers, as well as on the environment and ecosystems, our products are developed following the highest European and international standards.



Commitment	Processes or guidelines	Potentially impacted part of value chain	Sustainable Development Goal
All Oriflame cosmetic products are formulated to be safe.	<ul style="list-style-type: none"> <li>In accordance with the provisions of the European Cosmetic Regulations (EC No 1223/2009).</li> <li>Safety and Technical Compliance Review Guidelines.</li> </ul>	Downstream value chain: Consumer health and safety	<b>3 GOOD HEALTH AND WELL-BEING</b> 
We only use high quality ingredients to ensure that we minimise the presence of any unintentionally added substances.	<ul style="list-style-type: none"> <li>Safety and Technical Compliance Review Guidelines.</li> </ul>		
We only use ingredients whose safety have been assessed and assured by qualified toxicologists, and that are permitted for use in the EU and other major international markets.	<ul style="list-style-type: none"> <li>Technical Requirements document for ingredients.</li> <li>Safety and Technical Compliance Review Guidelines.</li> </ul>		
All packaging for our nutritional and cosmetic products is assessed in line with relevant EU regulations, ensuring the highest level of safety for the materials in contact with our formulations.	<ul style="list-style-type: none"> <li>Food Contact Material Regulation 1935/2004/EC, 2023/2006/EC<sup>1</sup>, 10/2011/EC<sup>2</sup>, 2022/1616/EC<sup>3</sup>.</li> <li>Standard operating procedures for packaging materials/process.</li> </ul>		
We are committed to monitoring new and emerging technologies as well as ingredients that have developing concerns for consumers and the environment.	<ul style="list-style-type: none"> <li>Prohibited and restricted list of ingredients of concern captured in our database.</li> <li>Members of forums such as Cosmetics Europe actively research ingredients of potential concerns in the industry.</li> </ul>		
We are committed to monitoring adverse reactions in line with our cosmetovigilance requirements.	<ul style="list-style-type: none"> <li>In accordance with the provisions of the European Cosmetic Regulations (EC No 1223/2009).</li> </ul>		

1. COMMISSION REGULATION (EC) No 2023/2006-on good manufacturing practice for materials and articles intended to come into contact with food

2. COMMISSION REGULATION (EU) No 10/2011-on plastic materials and articles intended to come into contact with food

3. COMMISSION REGULATION (EU) 2022/1616-on recycled plastic materials and articles intended to come into contact with foods, and repealing Regulation (EC) No 282/2008

## Our mission

The mission of the Consumer Safety Team is to deliver safe and compliant products and support positive user experiences for all our consumers. We are trusted as experts in our field (toxicology, microbiology, food and cosmetic safety, and regulatory compliance) and work to continuously evolve and expand our expertise through training. We deliver robust and progressive risk assessments and proactively support the development and monitoring of our products. We invest time on research and stay up to date with emerging technologies, through industry and market awareness. We always communicate what we do in a clear and honest way. Our formulations go through a wide range of testing to ensure that they are safe, have minimal adverse reactions and perform as they are intended to. We take extra measures to ensure the safety of children who use our products, including ensuring that only the gentlest fragrances are used for our children's products. All our products consider the most sensitive population subgroups including children (3 years and upwards) and therefore all our products are safe for use by both children >3 years and adults.

## Ingredients

At Oriflame we only use high-quality ingredients. We ensure that we minimise the presence of any unintentionally added or harmful impurities. All our ingredients undergo a rigorous assessment by numerous experts before being used in the development of our products. Oriflame's team of toxicologists review each ingredient to ensure they meet certain criteria; we also calculate and investigate safe concentration levels of

all ingredients in our products. We only use reputable suppliers and select ingredients that are supported by robust and transparent data. We have created strict controls for products developed and manufactured externally. This ensures our suppliers adhere to our requirements. All Oriflame cosmetic products are made to be safe in accordance with the provisions of the European Cosmetics Regulation (EC No 1223/2009) and other major international regulations. In markets where regulations are less developed, Oriflame aims to apply the European requirements for safety as a minimum. All our nutritional products are formulated in line with global and local food legislation, applying stringent criteria to ensure their quality and safety. All suppliers who produce our products adhere to strict food safety and quality standards.

## Safety assurance process for accessories

For the accessories that we source from third-party suppliers, we also ensure the following:

- We have a strict list of permitted and non-permitted materials that suppliers must follow.
- We carry out risk assessments for our all our accessories, with more in-depth ones for higher risk commodities.
- All commodities are tested by independent laboratories to ensure conformity to applicable regulations.
- We monitor complaints in the marketplace to continually evaluate and improve our safety assessment procedures.



## Post-launch

We recognise the importance of receiving customer feedback on our products and we are working on making it easier for our consumers to report an incident relating to the use of a product. In 2020, we rolled out an online tool that enables more up-to-date, real-time reporting, which gives valuable information to our Safety Team. We have safety certificates for 100% of the globally developed cosmetic and nutritional products that we have on the market.

We have developed quality management system elements that allow us to record non-conformances and customer complaints and later resolve them with a root cause analysis and corrective and preventive actions system. In 2022, we conducted product recall training sessions and conducted mock recalls in most of our key markets as a readiness check. Those checks delivered positive results and demonstrated our ability to quickly identify potentially affected products, and confirmed our procedures to collect products, contact customers, and prepare communications. In 2025, no recalls due to safety issues were reported. No fines or penalties due to non-compliance were reported.





# Appendix

In this section of the report, we have included additional data related to our social key figures, certifications and impacts, including our SASB Index, TCFD Indexes and GRI content Index.

## Social key figures

Employment		2023	2024	2025	Unit
<b>Total employees</b>		<b>4,068</b>	<b>3,360</b>	<b>3,040</b>	<b>No. of persons<sup>1</sup></b>
<b>Employees by employment contract</b>	Permanent	3,729	3,106	2,814	No. of persons
	Temporary	339	254	226	No. of persons
<b>Employees by employment type</b>	Full-time	4,031	3,340	3,021	No. of persons
	Part-time	37	20	19	No. of persons
<b>Employees by age group</b>	<30 years	509	372	302	No. of persons
	30-39 years	1,543	1,236	1,041	No. of persons
	40-49 years	1,368	1,163	1,100	No. of persons
	50-59 years	583	534	535	No. of persons
	>59 years	65	55	62	No. of persons
<b>Employees by geographic region</b>	Latin America	355	262	224	No. of persons
	Europe	1,226	1,027	926	No. of persons
	CIS	775	630	585	No. of persons
	Asia	879	712	629	No. of persons
	Türkiye & Africa	301	246	237	No. of persons
	Corporate offices & GSOs	532	483	439	No. of persons
<b>Employees by job position</b>	Global Management Team <sup>2</sup>	153	156	138	No. of persons
	Managing Directors	33	40	38	No. of persons
	Regional Directors	7	8	8	No. of persons
	Group Management	10	10	10	No. of persons <sup>1</sup>
	Board of Directors <sup>3</sup>	6	6	5	No. of persons

1. Average full-time equivalent

2. Include titles at the Director level and above, and Head of markets

3. Oriflame Holding Ltd.

Employment		2023	2024	2025	Unit
<b>Total number of workers who are not employees</b>		<b>N/A</b>	<b>300<sup>1</sup></b>	<b>N/A</b>	<b>No. of persons<sup>2</sup></b>
<b>Employees with permanent contract by geographic region</b>	Latin America	333	250	208	No. of persons
	Europe	1166	955	863	No. of persons
	CIS	751	615	566	No. of persons
	Asia	722	588	527	No. of persons
	Türkiye & Africa	296	241	233	No. of persons
	Corporate offices & GSOs	504	457	417	No. of persons
<b>Employees with temporary contract by geographic region</b>	Latin America	22	13	16	No. of persons
	Europe	59	72	62	No. of persons
	CIS	25	17	19	No. of persons
	Asia	157	121	106	No. of persons
	Türkiye & Africa	5	5	2	No. of persons
	Corporate offices & GSOs	28	26	21	No. of persons
<b>Employees working full-time by geographic region</b>	Latin America	346	258	221	No. of persons
	Europe	1,210	1,022	919	No. of persons
	CIS	771	627	583	No. of persons
	Asia	879	713	629	No. of persons
	Türkiye & Africa	301	246	236	No. of persons
	Corporate offices & GSOs	518	474	433	No. of persons

1. Rounded to the nearest 100

2. New employee hire rate is defined as the ratio of employee hires per total number of employees.

Employment		2023	2024	2025	Unit
<b>Employees working part-time by region</b>	Latin America	9	4	3	No. of persons
	Europe	16	5	7	No. of persons
	CIS	4	3	2	No. of persons
	Asia	0	0	0	No. of persons
	Türkiye & Africa	0	0	1	No. of persons
	Corporate offices & GSOs	14	8	6	No. of persons
<b>Global new employee hires rate<sup>1</sup></b>		8	9	8	%
<b>New employees hires rate<sup>1</sup> by age group</b>	<30 years	25	30	27	%
	30-39 years	8	10	8	%
	40-49 years	4	5	5	%
	50-59 years	5	4	2	%
	>59 years	0	6	3	%
<b>New employees hires rate<sup>1</sup> by region</b>	Latin America	9	8	8	%
	Europe	11	10	27	%
	CIS	6	11	8	%
	Asia	5	5	5	%
	Türkiye & Africa	9	14	2	%
	Corporate offices & GSOs	10	9	3	%

<sup>1</sup>New employee hire rate is defined as the ratio of employee hires per total number of employees.

Employment		2023	2024	2025	Unit
Global turnover rate <sup>2</sup>		34	21	24	%
Turnover rate <sup>2</sup> by age group	<30 years	64	41	38	%
	30-39 years	35	20	25	%
	40-49 years	25	17	19	%
	50-59 years	24	17	20	%
	>59 years	38	34	46	%
Turnover rate <sup>2</sup> by region	Latin America	34	33	22	%
	Europe	30	23	35	%
	CIS	47	23	17	%
	Asia	27	18	22	%
	Türkiye & Africa	48	27	31	%
	Corporate offices & GSOs	26	12	14	%
		9,3	9,7	10,2	Years
		40	41	41	Years

<sup>2</sup> Turnover rate is defined as the ratio of employee leaves per total number of employees.

Diversity and equal opportunity		2023	2024	2025	Unit
Total employees by gender	Female	60	59	60	%
	Male	40	41	40	%
Global Management Team by gender	Female	41	43	43	%
	Male	59	57	57	%
Managing Directors by gender	Female	47	38	37	%
	Male	53	62	63	%
Regional Directors by gender	Female	43	38	38	%
	Male	57	62	62	%
Group Management by gender	Female	60	50	50	%
	Male	40	50	50	%
Board of Directors by gender	Female	33	33	0	%
	Male	67	67	100	%
Total employees by age group	<30 years	12	11	10	%
	30-39 years	38	37	34	%
	40-49 years	34	34	36	%
	50-59 years	14	16	18	%
	>59 years	2	2	2	%

Diversity and equal opportunity		2023	2024	2025	Unit
<b>Global Management Team by age group</b>	<30 years	0	0	0	%
	30-39 years	10	10	9	%
	40-49 years	54	48	47	%
	50-59 years	33	39	40	%
	>59 years	3	3	4	%
<b>Managing Directors by age group</b>	<30 years	0	0	0	%
	30-39 years	19	18	18	%
	40-49 years	47	60	54	%
	50-59 years	29	17	28	%
	>59 years	5	5	0	%
<b>Regional Directors by age group</b>	<30 years	0	0	0	%
	30-39 years	0	12	12	%
	40-49 years	0	12	25	%
	50-59 years	100	76	63	%
	>59 years	0	0	0	%
<b>Group Management by age group</b>	<30 years	0	0	0	%
	30-39 years	10	0	0	%
	40-49 years	30	40	30	%
	50-59 years	50	60	70	%
	>59 years	10	0	0	%

Diversity and equal opportunity		2023	2024	2025	Unit
<b>Board of Directors by age group</b>	<30 years	0	0	0	%
	30-39 years	0	0	20	%
	40-49 years	17	17	20	%
	50-59 years	66	66	20	%
	>59 years	17	17	40	%
<b>Employees with permanent contract by gender</b>	Female	2224	1820	1666	No. of persons
	Male	1549	1286	1148	No. of persons
	Not Specified or Not Known	0	0	0	
<b>Employees with temporary contract by gender</b>	Female	194	166	147	No. of persons
	Male	101	88	79	No. of persons
	Not Specified or Not Known	0		0	
<b>Employees with non-guaranteed working hours by gender</b>	Female		N/A	N/A	
	Male		N/A	N/A	
<b>Employees working full-time by gender</b>	Female	2384	1972	1800	No. of persons
	Male	1641	1368	1221	No. of persons
	Not Specified or Not Known	0	0	0	
<b>Employees working part-time by gender</b>	Female	34	15	11	No. of persons
	Male	9	5	8	No. of persons
	Not Specified or Not Known	0	0	0	
<b>Total number of nationalities</b>		66	69	69	No. of nationalities
<b>Nationalities in the six Global Support Offices (GSOs)</b>		66	69	69	No. of nationalities

Labour management	2023	2024	2025	Unit
Global average minimum notice periods regarding operational changes	5	5	5	Weeks

Occupational health and safety		2023	2024	2025	Unit
Lost-time work-related injuries	Oriflame all	8	4	7	No. of injuries
	Manufacturing	1	1	3	No. of injuries
	Non-manufacturing	7	3	4	No. of injuries
	Contractors/suppliers working on Oriflame premises or on behalf of Oriflame	0	5	0	No. of injuries
Hours worked	Oriflame all	7'125'764,96	6'103'879,57	5'379'053,82	No. of hours
	Manufacturing	1'058'801,60	948'545,20	846'036,52	No. of hours
	Non-manufacturing	6'066'963,36	5'155'334,37	4'533'017,3	No. of hours
	Contractors/suppliers working on Oriflame premises or on behalf of Oriflame	N/A	N/A	N/A	No. of hours
Absenteeism rate <sup>1</sup>	Oriflame all	2,33	2,1	1,76	%

<sup>1</sup>Frequency rates are calculated per 1,000,000 working hours, on the basis of 8-hour working days.

## Disclosure in accordance with the Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour and with Responsible Business Initiative (Switzerland)

At Oriflame, we are committed to responsible practices and compliance with the Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO) regulations. This disclosure provides a transparent overview of our proactive efforts to manage materials that can be linked to conflict or child labour.

### 1. Supply Chain Transparency

As part of our commitment to transparency, we have mapped our use of any materials that may be linked to conflict or child labour.

### 2. Due Diligence Framework

We have proactively established an internal due diligence framework to identify, prevent and mitigate risks associated with our supply chain. In line with our focus on material risks and impacts we will be strengthening our sustainability strategy and related policies regarding environmental and social harm (including the use and sourcing of conflict and child labour related materials).

### 3. Risk Assessment and Mitigation

We have conducted assessments of the risks and impacts of the products we sell and the materials we source. Risk Assessments have established that Oriflame has some exposure, but low risk related to Minerals and Metals from Conflict-Affected Areas. However, risks related to Child Labour are greater, and we are aware

of the child labour challenge related to the sourcing of natural mica from a number of geographies.

### 4. Risks associated to Minerals and Metals from Conflict-Affected Areas

Historically we have sourced a very small quantity of precious metals and stones, primarily for corporate recognition items for our Beauty Entrepreneurs and employees with a particularly long tenure. In 2024, we made the decision to stop procuring the corporate items for Beauty Entrepreneurs and employees, and proceeded only with a very small number for our Global Top 15 and Growth Council (the top 15 Beauty Entrepreneurs globally). Consequently, we sourced only minimal volumes of precious minerals in 2025. These materials were used for a limited number of recognition pins made of 18K gold and set with diamonds, with each pin weighing approximately 6.5 grams. In total, the diamond-set pins weighed 175.5 grams (including the diamonds). The pins featured varying numbers of diamonds, which accounts for differences in their individual value. We secured non-conflict source statement from our supplier, and we will endeavour to ensure full transparency for future concern materials. Additionally, a very small amount of gold plating is still being used in caps of three of our premium fragrances. We have a supplier conflict-free declaration for these materials.

### 5. Risk associated to Child Labour

Mica is a group of minerals used in a large variety of industries, including consumer goods. At Oriflame, we

predominantly use natural mica as a pearlescent pigment in cosmetics, in smaller amounts, in certain packaging materials while enhancing performance and texture. To reduce our impact, we prioritize sourcing mica from regulated or synthetic sources wherever technically feasible. Much of our natural mica comes from India, where social and economic challenges can lead to a risk of child labour and unsafe conditions for those working in the mines. To address these challenges, Oriflame joined the RMI in 2017 and has continued our proactive engagement to date. Use of unregulated Indian mica is limited to cases where it is necessary to meet specific product performance requirements, such as colour cosmetics. Where mica may have been used in packaging materials, we will encourage packaging suppliers to use a pearlescent alternative, if possible.

### 6. Monitoring, Collaboration and Reporting

Through our Responsible Sourcing programme and Supplier Code of Conduct we have a continued dialogue with our suppliers regarding social performance, which enables the identification of any potential non-compliances. We believe in transparency, and for the past 10 years we have been transparently reporting on the risk of potential human rights violations across our value chain in our Sustainability Report, raising it at our quarterly Audit Committee, and taking proactive measures to address it.

# Certifications

Manufacturing sites	Certification or standard
Kunshan, China (Cosmetics)	ISO 9001
	ISO 22716
Beijing, China (Wellness)	HACCP Certification
Noida, India (Cosmetics)	ISO 9001
	ISO 22716
	A - Excellent Halal Assurance System Status
Roorkee, India (Wellness & Cosmetics)	ISO 9001
	ISO 22716
	ISO 22000
	A - Excellent Halal Assurance System Status
	LEED Gold Certification
Warsaw, Poland (Cosmetics)	ISO 9001
	ISO 14001
	ISO 22716
	ISO 45001
	EcoVadis Platinum Medal
	SMETA Audited

## Listed impacts

List of potential or actual negative or positive impacts raised	Raised by stakeholder group
Animal welfare	Beauty Entrepreneurs, Consumers, Employees, Investors, Society
Anti-Corruption	Investors, Society
Charity	Beauty Entrepreneurs, Society
Chemicals in production	Suppliers
Circular product life	Beauty Entrepreneurs, Consumers, Employees, Investors, Society, Suppliers
Climate impact and action	Beauty Entrepreneurs, Consumers, Employees, Investors, Society, Suppliers
Communication and transparency	Beauty Entrepreneurs, Consumers, Employees, Investors, Society
Community	Beauty Entrepreneurs
Culture and values	Employees, Society
Diversity and inclusion	Consumers, Employees, Investors
Economic and value creation	Beauty Entrepreneurs, Employees, Investors, Society, Suppliers
Education and consumer awareness	Beauty Entrepreneurs
Empowerment and decision-making	Employees
Environmental impact	Consumers, Investors, Suppliers
Ethics and governance	Beauty Entrepreneurs, Employees, Investors, Society, Suppliers
Female empowerment	Beauty Entrepreneurs, Consumers, Employees, Society
Forest: Loss of biodiversity on land	Consumers, Society
Geographical footprint	Investors, Society
Health and safety	Employees, Investors, Suppliers
Human rights	Employees, Investors, Society, Suppliers

List of potential or actual negative or positive impacts raised	Raised by stakeholder group
IT and digital	Beauty Entrepreneurs, Employees, Investors
Job security	Employees
Packaging and waste	Beauty Entrepreneurs, Consumers, Investors, Society, Suppliers
People and teamwork	Employees
Product ingredients	Beauty Entrepreneurs, Consumers
Product safety	Beauty Entrepreneurs, Consumers, Investors
Recognition and rewards	Beauty Entrepreneurs, Employees
Recruitment	Beauty Entrepreneurs, Investors
Resources and raw materials	Society, Suppliers
Responsible marketing	Beauty Entrepreneurs, Consumers, Employees, Investors, Society
Social impact in the supply chain	Investors, Society, Suppliers
Sustainable product life	Beauty Entrepreneurs, Consumers
Sustainable sourcing	Beauty Entrepreneurs, Consumers, Investors, Society, Suppliers
Sustainability strategy	Employees
Sustainable supply chain	Consumers, Suppliers
Training and development	Beauty Entrepreneurs, Employees, Investors
Water management & impact	Consumers, Investors, Society

## SASB Index

2025 Sustainability Report is partially aligned with the Sustainability Accounting Standards Board (SASB) standard on Household & Personal Products within the Consumer Goods sector (version 2023-12).

### Sustainability Disclosure Topics & Accounting Metrics

Code	Topic	Accounting metric	Location
CG-HP-140a.1	<b>Water management</b>	(1) Total water withdrawn	<a href="#">Water</a>
CG-HP-250a.1	<b>Product environmental, health, and safety performance</b>	Revenue from products that contain substances of very high concern (SVHC)	<a href="#">Formulations</a>
CG-HP-250a.3	<b>Product environmental, health, and safety performance</b>	Discussion of process to identify and manage emerging materials and chemicals of concern	<a href="#">Formulations</a>
CG-HP-410a.1	<b>Packaging lifecycle management</b>	(1) Total weight of packaging, (2) Percentage made from recycled or renewable materials, and (3) percentage that is recyclable, reusable or compostable	<a href="#">Packaging &amp; waste</a>
CG-HP-410a.2	<b>Packaging lifecycle management</b>	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	<a href="#">Packaging &amp; waste</a>
CG-HP-430a.1	<b>Environmental and social impacts of palm oil supply chain</b>	Amount of palm oil sourced, percentage certified through RSPO™ supply chains as (a) Identity Preserved, (b) Segregated, (c) Mass Balance, or (d) Book & Claim	<a href="#">Forest</a>

### Activity metrics

Code	Accounting metric	Location
CG-HP-000.B	Number of manufacturing facilities	<a href="#">This is Oriflame</a>

# TCFD Index

Governance		Strategy		Risk Management		Metrics and Targets	
A) The board's oversight of climate related risks and opportunities	<a href="#">Governance</a> CDP; 4.1.2	A) The climate-related risks and opportunities the organisation has identified over the short, medium and long term:	<a href="#">Climate scenarios</a> CDP; 2.1, 3.1, 3.1.1, 3.6, 3.6.1, 5.1	A) The organisation's processes for identifying and assessing climate-related risks.	<a href="#">Climate scenarios</a> <a href="#">Sustainability risks</a> <a href="#">2022 Sustainability Report</a> CDP; 2.1, 2.2.1, 2.2.2, 2.2.5, 2.2.6, 2.2.8, 2.2.9	A) The metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	<a href="#">Targets &amp; results</a> CDP; 7.52, 7.54, 7.54.1, 7.54.2
B) Management's role in assessing and managing risks and opportunities	<a href="#">Governance</a> CDP; 4.3	B) The impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.	<a href="#">Climate scenarios</a> CDP; 3.1.1, 3.6.1, 5.1.2, 5.2, 5.3.1, 5.3.2, 5.14, 5.14.1	B) The organisation's processes for managing climate-related risks.	<a href="#">Climate scenarios</a> <a href="#">Sustainability risks</a> CDP; 2.1, 2.2.1, 2.2.8, 2.2.9	B) Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	<a href="#">Targets &amp; results</a> <a href="#">Climate</a> CDP; 7.6, 7.7, 7.8, 7.8.1, 7.10, 7.10.2, 7.12, 7.15.1, 7.16, 7.17, 7.17.3, 7.20
		C) The resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2c or lower scenario.	<a href="#">2022 Sustainability Report</a> CDP; 5.1, 5.1.1, 5.1.2	C) How processes for identifying, assessing and managing climate-related risks are integrated into the organisations overall risk management.	<a href="#">Governance</a> <a href="#">Sustainability risks</a> CDP; 2.1, 2.2.1	C) The targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	<a href="#">Targets &amp; results</a> CDP; 7.53, 7.53.1, 7.53.2, 7.53.4, 7.54, 7.54.1, 7.54.2

# GRI Index

General disclosures					
GRI Standard	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Comments
GRI 2: General Disclosures (2021)	2-1 Organisational details	<a href="#">About this report</a> <a href="#">This is Oriflame</a> <a href="#">2025 Annual Report</a>			
	2-2 Entities included in the organisation's sustainability reporting	<a href="#">About this report</a>			
	2-3 Reporting period, frequency and contact point	<a href="#">About this report</a>			
	2-4 Restatements of information	<a href="#">Targets &amp; results</a> <a href="#">Respect for Nature</a> <a href="#">About this report</a>			
	2-5 External assurance	<a href="#">About this report</a>			
	2-6 Activities, value chain and other business relationships	<a href="#">This is Oriflame</a> <a href="#">2025 Annual Report</a> <a href="#">Human rights</a>			
	2-7 Employees	<a href="#">People &amp; culture</a> <a href="#">Social key figures</a> <a href="#">2025 Annual Report</a>	b.iii	Information unavailable	Data unavailable
	2-8 Workers who are not employees	<a href="#">Social key figures</a>			
	2-9 Governance structure and composition	<a href="#">2025 Annual Report</a> <a href="#">Governance</a>	c. vi., vii., viii.	Not applicable	As a consequence of the delisting in 2019, the data is not applicable to Oriflame.

## General disclosures

GRI Standard	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Comments
GRI 2: General Disclosures (2021)	2-10 Nomination and selection of the highest governance body	<a href="#">2025 Annual Report</a>	b.	Not applicable	As a consequence of the delisting in 2019, the data is not applicable to Oriflame.
	2-11 Chair of the highest governance body	<a href="#">2025 Annual Report</a>			
	2-12 Role of the highest governance body in overseeing the management of impacts	<a href="#">2025 Annual Report Governance</a>			
	2-13 Delegation of responsibility for managing impacts	<a href="#">Governance</a>			
	2-14 Role of the highest governance body in sustainability reporting	<a href="#">Governance About this report</a>			
	2-15 Conflicts of interest	<a href="#">2025 Annual Report</a>			
	2-16 Communication of critical concerns	<a href="#">2025 Annual Report Human rights</a>			
	2-17 Collective knowledge of the highest governance body	<a href="#">Governance</a>			
	2-18 Evaluation of the performance of the highest governance body		a., b., c.	Not applicable	As a consequence of the delisting in 2019, the data is not applicable to Oriflame.
	2-19 Remuneration policies	<a href="#">2025 Annual Report</a>	a.ii., iii., iv., v. b.	Not applicable	As a consequence of the delisting in 2019, the data is not applicable to Oriflame.
2-20 Process to determine remuneration		a., b.	Not applicable	As a consequence of the delisting in 2019, the data is not applicable to Oriflame.	

General disclosures

			Omission		
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
GRI 2: General Disclosures (2021)	2-21 Annual total compensation ratio		a., b., c.	Information incomplete	Our systems do not offer a comprehensive global overview
	2-22 Statement on sustainable development strategy	<a href="#">CEO Statement</a>			
	2-23 Policy commitments	<a href="#">Human rights Corporate website</a>			
	2-24 Embedding policy commitments	<a href="#">Human rights 2025 Annual Report</a>			
	2-25 Processes to remediate negative impacts	<a href="#">Sustainability strategy Human rights</a>	e.	Information incomplete	Information incomplete
	2-26 Mechanisms for seeking advice	<a href="#">Report a legal breach or misconduct Human rights</a>			
	2-27 Compliance with laws and regulations		a., b., c., d	Not applicable	No significant instances of non-compliance in relation to our material topics in 2024.
	2-28 Membership associations	<a href="#">Partnerships &amp; industry collaborations Sustainability strategy</a>			
	2-29 Approach to stakeholder engagement	<a href="#">Sustainability strategy</a>			
	2-30 Collective bargaining agreements	<a href="#">Social key figures</a>	b.	Information unavailable	Terms of employment is based on local regulations in respective market.

Material topics					
			Omission		
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
GRI 3: Material Topics (2021)	3-1 Process to determine material topics	<a href="#">Sustainability strategy</a>			
	3-2 List of material topics	<a href="#">Sustainability strategy</a> <a href="#">Listed impacts</a>			

Economic Standards					
			Omission		
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
<b>Economic performance</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">2025 Annual Report</a>			
GRI 201: Economic performance (2016)	201-1 Direct economic value generated and distributed	<a href="#">2025 Annual Report</a>			
	201-2 Financial implications and other risks and opportunities due to climate change	<a href="#">Sustainability risks</a> <a href="#">Climate scenarios</a> CDP questionnaire Climate – Oriflame Cosmetics AB			
	201-3 Defined benefit plan obligations and other retirement plans		a., b., c., d., e.	Not applicable	Not material
	201-4 Financial assistance received from government		a., b., c.	Not applicable	Not material
<b>Market presence</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">People &amp; culture</a>			
GRI 202: Market presence (2016)	202-1 Ratios of standard entry level wage by gender compared to local minimum wage		a., b., c., d.	Information unavailable	Data is not available
	202-2 Proportion of senior management hired from the local community	<a href="#">Social key figures</a>			

Economic Standards					
			Omission		
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
<b>Anti-corruption</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">Human rights</a>			
GRI 205: Anti-corruption (2016)	205-1 Operations assessed for risks related to corruption		a., b.	Information incomplete	Anti-corruption is included in our risk assessments
	205-2 Communication and training about anti-corruption policies and procedures	<a href="#">Human rights</a>			
	205-3 Confirmed incidents of corruptions and actions taken	<a href="#">Sustainability risks</a>			

Environmental Standards					
			Omission		
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
<b>Materials</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">Packaging &amp; waste Targets &amp; results</a>			
GRI 301: Materials (2016)	301-1 Materials used by weight or volume	<a href="#">Forest</a>			
	301-2 Recycled input materials used	<a href="#">Packaging &amp; waste</a>			
	301-3 Reclaimed products and their packaging materials	<a href="#">Packaging &amp; waste</a>	a., b.	Information incomplete	Data presented in weight and absolute numbers

## Environmental Standards

			Omission		
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
<b>Energy</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">Climate Targets &amp; results</a>			
GRI 302: Energy (2016)	302-1 Energy consumption within the organisation	<a href="#">Climate</a>			
	302-2 Energy consumption outside of the organisation	<a href="#">Climate</a>			
	302-3 Energy intensity	<a href="#">Climate</a>			
	302-4 Reduction of energy consumption	<a href="#">Climate</a>			
	302-5 Reductions in energy requirements of products and services		a., b., c.	Not applicable	Not material
<b>Water and effluents</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">Water Targets &amp; results</a>			
GRI 303: Water and effluents (2018)	303-1 Interactions with water as a shared resource	<a href="#">Water</a>			
	303-2 Management of water discharge-related impacts	<a href="#">Water</a>			
	303-3 Water withdrawal	<a href="#">Water</a>			
	303-4 Water discharge	<a href="#">Water</a>			
	303-5 Water consumption		a., b., c., d.	Information incomplete	Data for all markets is not available

## Environmental Standards

			Omission		
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
<b>Emissions</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">Climate Targets &amp; results</a>			
GRI 305: Emissions (2016)	305-1 Direct (Scope 1) GHG emissions	<a href="#">Climate</a>			
	305-2 Energy indirect (Scope 2) GHG emissions	<a href="#">Climate</a>			
	305-3 Other indirect (Scope 3) GHG emissions	<a href="#">Climate</a>			
	305-4 GHG emissions intensity	<a href="#">Climate</a>			
	305-5 Reduction of GHG emissions	<a href="#">Climate</a>			
	305-6 Emissions of ozone-depleting substances (ODS)		a., b., c., d.	Not applicable	Not material
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		a., b., c.	Not applicable	Not material
<b>Waste</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">Packaging &amp; waste Targets &amp; results</a>			
GRI 306: Waste (2020)	306-1 Waste generation and significant waste-related impacts	<a href="#">Packaging &amp; waste</a>			
	306-2 Management of significant waste-related impacts	<a href="#">Packaging &amp; waste</a>			
	306-3 Waste generated	<a href="#">Packaging &amp; waste</a>			
	306-4 Waste diverted from disposal	<a href="#">Packaging &amp; waste</a>			
	306-5 Waste directed to disposal	<a href="#">Packaging &amp; waste</a>			

Environmental Standards					
			Omission		
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
<b>Supplier Environmental Assessment</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">Human rights</a>			
GRI 308: Supplier Environmental Assessment (2016)	308-1 New suppliers that were screened using environmental criteria	<a href="#">Human rights</a>			
	308-2 Negative environmental impacts in the supply chain and actions taken	<a href="#">Human rights</a> <a href="#">Listed impacts</a>	a.	Confidentiality constraints	Absolute numbers are not disclosed

Social Standards					
			Omission		
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
<b>Employment</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">People &amp; culture</a> <a href="#">Social key figures</a>			
GRI 401: Employment (2016)	401-1 New employee hires and employee turnover	<a href="#">Social key figures</a>			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		a., b.	Not applicable	Not material
	401-3 Parental leave		a., b., c., d., e.	Not available	Information not available

## Social Standards

			Omission		
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
<b>Labour/management relations</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">People &amp; culture</a>			
GRI 402: Labour/management relations (2016)	402-1 Minimum notice periods regarding operational changes	<a href="#">Social key figures</a>			
<b>Occupational health and safety</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">People &amp; culture</a> <a href="#">Social key figures</a>			
GRI 403: Occupational health and safety (2018)	403-1 Occupational health and safety management system	<a href="#">People &amp; culture</a>			
	403-2 Hazard identification, risk assessment, and incident investigation	<a href="#">People &amp; culture</a>			
	403-3 Occupational health services	<a href="#">People &amp; culture</a>			
	403-4 Worker participation, consultation, and communication on occupational health and safety	<a href="#">People &amp; culture</a>			
	403-5 Worker training on occupational health and safety	<a href="#">People &amp; culture</a>			
	403-6 Promotion of worker health	<a href="#">People &amp; culture</a>			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">People &amp; culture</a>			

## Social Standards

			Omission		
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
GRI 403: Occupational health and safety (2018)	403-8 Workers covered by an occupational health and safety management system	<a href="#">People &amp; culture</a>	a.ii., iii., b., c.	Information incomplete	Data for all markets is not available
	403-9 Work-related injuries	<a href="#">People &amp; culture</a> <a href="#">Social key figures</a>			
	403-10 Work-related ill health	<a href="#">People &amp; culture</a> <a href="#">Social key figures</a>			
<b>Training and education</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">People &amp; culture</a>			
GRI 404: Training and education (2016)	404-1 Average hours of training per year per employee	<a href="#">Social key figures</a>			
	404-2 Programs for upgrading employee skills and transition assistance programs		a., b.	Information incomplete	Data for all markets is not available
	404-3 Percentage of employees receiving regular performance and career development reviews		a.	Information incomplete	Data for all markets is not available
<b>Diversity and equal opportunity</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">People &amp; culture</a> <a href="#">Targets &amp; results</a>			
GRI 405: Diversity and equal opportunity (2016)	405-1 Diversity of governance bodies and employees	<a href="#">People &amp; culture</a> <a href="#">Social key figures</a>			
	405-2 Ratio of basic salary and remuneration of women to men		a., b.	Information incomplete	Data for all markets is not available

Social Standards					
			Omission		
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
<b>Child labour</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">Human rights</a>			
GRI 408: Child labour (2016)	408-1 Operations and suppliers at significant risk for incidents of child labour	<a href="#">Human rights</a>			
<b>Forced or compulsory labour</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">Human rights</a>			
GRI 409: Forced or compulsory labour (2016)	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	<a href="#">Human rights</a>			
<b>Supplier social assessment</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">Human rights</a>			
GRI 414: Supplier Social Assessment (2016)	414-1 New suppliers that were screened using social criteria	<a href="#">Human rights</a>			
	414-2 Negative social impacts in the supply chain and actions taken	<a href="#">Human rights</a> <a href="#">Listed impacts</a>	a.	Confidentiality constraints	Absolute numbers are not disclosed
<b>Customer health and safety</b>					
GRI 3: Material topics (2021)	3-3 Management of material topics	<a href="#">Consumer safety</a> <a href="#">Targets &amp; results</a>			
GRI 416: Customer health and safety (2016)	416-1 Assessment of the health and safety impacts of product and service categories	<a href="#">Consumer safety</a>			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		a., b.	Confidentiality constraints	Confidential information

## About this report

This Sustainability Report covers material sustainability strategies, activities and performances for the company Oriflame Holding Ltd. and its subentities (called Oriflame in this report) during the period January 1 to December 31, 2025 unless stated otherwise. Franchise operations are not covered in this report. The Sustainability Report is published annually together with our financial reporting in the [Annual Report](#). This report was published on Oriflame's website, [oriflame.com](http://oriflame.com), on April 29, 2026, where you will also find additional information about our sustainability efforts. This report has been prepared with reference to the GRI Standards 2021. A GRI Content Index is included in the [Appendix](#) of this report.

Information and facts are selected on the basis of sustainability aspects assessed and material to Oriflame's operations and are based on the best

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possible sources known by the company. Regarding some information about the development of the company and its operations, references are made to the [Oriflame Annual Report](#) for the fiscal year 2025.

Unless otherwise specified, all data concerning suppliers and suppliers' factories includes all suppliers and factories that were active and approved for production during the reporting period. Our greenhouse gas emission calculations and reporting are aligned with the Greenhouse Gas Protocol Standard.

This report has not been externally assured. It has been developed and reviewed by Oriflame's Global Sustainability Team, comprised of relevant experts within the company, and approved by the CEO.

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