



2024 Sustainability Report



Our formula

Oriflame's business success is built on a simple formula: combine people's natural desire to improve their lives with the right opportunity, and create real, positive change.

We are proud to offer people all over the globe the opportunity to make that change. If they share our passion for wellbeing and beauty, we can help them bring more of it into the world. For most people, this means saving money while enjoying our responsible nutritional and beauty products. For others, it means using our social-selling model to earn an income and build a business.

Oriflame has a proven business model, perfect for the modern networking world. It is flexible, digital and powered by millions of trusted relationships and recommendations, and it comes with low-risk entrepreneurship, accessible to everyone. By accelerating our business, we have a positive impact on people and communities around the world. The value of local entrepreneurship in our global society is well recognised, from the jobs it generates to the skills it nurtures.

More than 55 years in, Oriflame is the choice of more than 1.5 million people. Looking ahead, we are committed to continuing to build on this simple formula - empowering people and enabling positive change around the world.

Content

Introduction	4-17	Respect for Nature	30-58
Sustainability highlights	4	Climate	31
CEO statement	5	Forest	39
This is Oriflame	7	Water	43
Partnerships & industry collaborations	10	Formulations	47
Sustainability strategy	12	Packaging & waste	52
Governance	13	People-Powered Community	59-76
Sustainability risks	14	People & culture	60
External assessments	15	Human rights	68
Targets & results	16	Consumer safety	74
Opportunity for Beauty Entrepreneurs	18-29	Appendix	77-103
Additional income	19	Social key figures	78
Growth & development	23	Certifications	87
Community	27	Listed impacts	88
		SASB Index	90
		TCFD Index	91
		GRI Index	92
		About this report	103

Sustainability highlights 2024

For the fourth year running, recognised as **Climate Leader** in Europe by the Financial Times and Statista



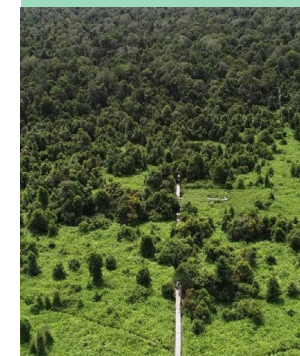
100% of all rinse-off products launched in 2024 have been formulated to be biodegradable²



More than **575** tonnes of recycled plastic and glass used in product packaging in 2024

97% of our first-tier external direct suppliers hold a valid EcoVadis scorecard⁴ after undergoing a sustainability assessment

We continue to fund climate action for all own GHG emissions.⁵ This year by investing in projects in four of our markets



€162 million distributed to Oriflame Beauty Entrepreneurs and Members¹ globally in bonuses and other forms of recognition



Achieved our science-based targets six years ahead of plan



100% renewable electricity in all Oriflame-operated sites worldwide, since 2018



More than **150** vegan-certified³ products across our portfolio



Reduced packaging material by **48** tonnes through lightweighting packaging initiatives

Women represent **50%** of our Global Leadership Team

1. All Beauty Entrepreneurs and online customers who have placed at least one order within the last three months.

2. To validate the biodegradability of our rinse-off products, we require that at least 90% of carbon-based ingredients are biodegradable in line with OECD guidelines or similar.

3. Certified with The Vegan Society™.

4. An assessment is considered valid if the supplier scores 45 or higher, and the assessment is valid for three years.

5. Including Scope 1, Scope 2, water, waste, employee business travel, selected logistics transports and Beauty Entrepreneur flights to global and regional conferences.

CEO Statement

At the heart of Oriflame is our vibrant and inspirational community of Beauty Entrepreneurs located in over 60 countries.

Throughout the year, I've been inspired by the passion and commitment of our beauty community. It's a privilege to share and learn from such dedicated individuals, like an entrepreneurial couple from Shanghai who emphasise the importance of social belonging and recognition beyond financial success, or an Indian influencer advocating for women's financial independence. These and many other stories of empowerment highlight the power of actively leading oneself and inspiring others to do the same.

Not only is it a personal pleasure for me to meet such inspirational Beauty Entrepreneurs, but it also provides important insights into what is important for Oriflame in the future.

In 2024, we sought to strengthen our promise to our community and reaffirmed our commitment to our micro-entrepreneurship model. We have worked to modernise and refresh our offer to enable our community of Beauty Entrepreneurs to take ownership of their financial futures through social selling.

Our flexible model welcomes those who join us to be able to share Oriflame products with their friends, have a second revenue stream, or create a full-time Oriflame business. During 2024, we significantly invested to improve the trainings and toolboxes for all our Beauty Entrepreneurs to equip them as beauty insiders. I am delighted to share that we plan to bring the Oriflame model to even more markets, such as South Africa, in 2025.

What remains true today, as it was in the past, is our ethos of giving Oriflame Beauty Entrepreneurs access to our diverse portfolio of high-quality, innovative and responsible beauty products inspired by nature and backed by science.

“At the heart of Oriflame is our vibrant and inspirational community of Beauty Entrepreneurs”



Ongoing commitment to responsible production and products

We have remained committed to our ethos of providing high-quality products produced with respect for both people and nature. As CEO, I am proud of the sustainability achievements and progress we have made in 2024.

Our overall ambition remains to increase the positive impact we have on people's lives while reducing any negative impact of our business on the environment.

I am delighted to share that in 2024, we achieved our biodegradability goal, such that, 100% of all rinse-off products launched are formulated to be biodegradable. We also used plant-based biodegradable capsules in our Novage+ Intense Nourishment Facial Oil and Novage+ Proceuticals 20% Vitamin C Capsules, which are also formulated without parabens or mineral oils.

Considering a circular approach, we launched the Loved Nature Up-Loved hair and body range with a minimum of 95% natural-origin ingredients and upcycled extracts from the food industry such as lemon seed. We also launched a range of reusable skincare accessories ranging from eye gel pads to a pocket blotting roller that can be washed and reused.

To meet the continued demand for vegan options from our consumers, I am proud to state that we have now more than 150 products certified by The Vegan Society™.

When looking at ingredients, we strive to use natural-origin ingredients. In 2024, these included the adaptogen extracts in the Wellosophy range along with upcycled and organic extracts in several other ranges.

In 2024, we used more than 565 tonnes of recycled material (plastics, glass and metal) in our products. We also moved to lighter packaging for a number of products including Royal Velvet Day and Night Creams, and airless packaging in the Wellosophy skincare range.

We also replaced plastic foam with board for the inner packaging of over 700,000 new jewellery items.

“Our ongoing focus on people and nature remains a fundamental part of Oriflame's success”

Taking a responsible sourcing approach is also important to us. We partner with the Roundtable on Sustainable Palm Oil (RSPO™) and the Responsible Mica Initiative (RMI) to drive change in palm oil and mica sourcing. Furthermore, in 2024, 97% of our first-tier external direct suppliers held a valid EcoVadis sustainability assessment.

In 2024, for the fourth year in a row, Oriflame was recognised as a Climate Leader by the Financial Times and Statista. This endorsement acknowledges our strong efforts in reducing core greenhouse gas emissions, as well as our transparency and high ratings in climate-related reporting.

Some examples of how we have taken further steps towards our climate goals include that since 2018,

we have procured 100% renewable electricity for our manufacturing sites, warehouses, and offices.

In addition, we support climate action projects to offset our operational emissions. These projects are implemented in markets such as China, India, Indonesia, and Mexico, and are intended to contribute to positive climate impact beyond our value chain.

In summary, our ongoing focus on people and nature remains a fundamental part of Oriflame's success. I am proud that we have taken significant steps in 2024 towards our sustainability targets while continuing to provide micro-entrepreneurial opportunities for our Beauty Entrepreneurs around the world.

Anna Malmhake,

Chief Executive Officer and President

This is Oriflame

Founded in 1967, Oriflame is an international social-selling beauty company present in more than 60¹ countries across Europe, Africa, Asia and Latin America. Our wide portfolio of Swedish, nature-inspired, innovative wellbeing and beauty products is marketed through more than 1.5 million Beauty Entrepreneurs and Members², generating annual sales of about 600 million euros.

Oriflame supports numerous charities worldwide and is a co-founder of the World Childhood Foundation. Two charitable foundations own close to 40% of Oriflame: the [af Jochnick Foundation](#) and the [Jonas and Christina af Jochnick Foundation](#). The foundations are active in various areas of philanthropy with a particular interest in health, the environment and education.

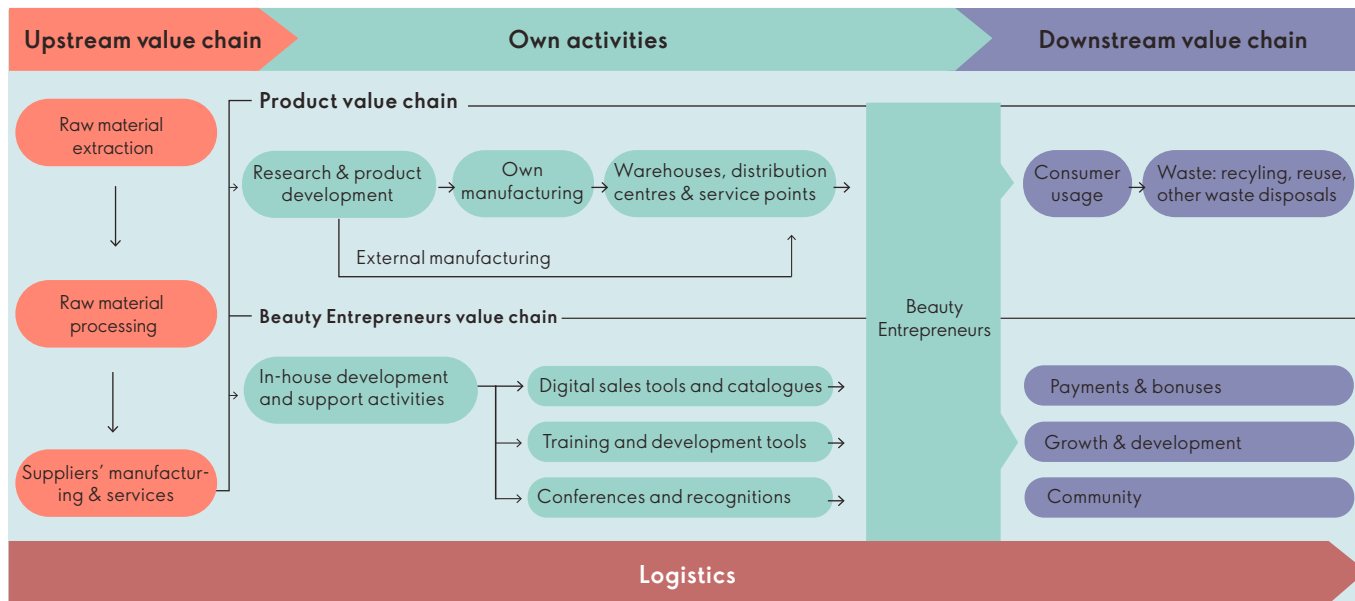
Business model

Oriflame operates as a direct-selling business, selling its products through social selling and an expansive online platform. Today, Oriflame is a true online business with around 99% of all orders being placed online. Oriflame operates on an Independent Beauty Entrepreneur-centric approach, with initiatives shaped from the perspective of empowering Oriflame Beauty Entrepreneurs to sell, recruit customers and manage their businesses using the latest digital tools. Oriflame's products are marketed and distributed by more than 1.5 million Beauty Entrepreneurs and Members located in more than 60 countries.

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. All Beauty Entrepreneurs and online customers who have placed at least one order within the last three months.





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

Value chain

Due to our global footprint, Oriflame's value chain is very complex. Our activities in our own operations as well as our upstream and downstream activities are described in the figure above.

Product offering

Oriflame's product offering builds on more than five decades of skincare and cosmetics expertise, combining innovation and inspiration from nature. Oriflame provides a broad range of high-quality products for everyday use at affordable prices. The portfolio spans

six categories: Skincare, Colour Cosmetics, Fragrance, Personal & Hair Care, Accessories and Nutritional products.

Sourcing and manufacturing

About 75% of our product volumes are manufactured in our own production facilities. In 2024, we sourced around 169 million units, including finished goods, from more than 40 global and regional suppliers. These are shipped to Oriflame's markets worldwide. Our main sourcing markets in 2024 were Poland, India, China, Germany and the UK.

Significant changes to the organisation in 2024

- Oriflame ceased operations in Sri Lanka after unsatisfactory development and stopped operations in Belarus.
- Oriflame launched and started sales in Malta, Luxembourg, Belgium, France, Italy and Austria in early July with sales presence now in all EU markets.
- Oriflame incorporated a subsidiary in South Africa with sales expected to start in the second quarter of 2025.

Our sales markets

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

Geographic sales regions

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

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.

Corporate offices

Our global support offices are primarily situated in Europe:

- Corporate offices in Schaffhausen (Switzerland) and London (United Kingdom)
- Group Support Offices in Dublin (Ireland), Luxembourg (Luxembourg), Olomouc (Czechia), Stockholm (Sweden), Singen (Germany) 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)
- Noida, India (Cosmetics)
- Roorkee, India (Nutritional & Cosmetics)
- Warsaw, Poland (Cosmetics)

Global distribution centres

We have two global distribution centres. These are situated in Poland and Hungary.



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.

EcoBeautyScore Consortium

Oriflame has been a member of the EcoBeautyScore Consortium since 2021 and was one of the first companies to join the Consortium. The Consortium is comprised of major beauty brands and related partners. The goal is to develop an industry-wide system to rate and express the environmental footprint of beauty products.

EcoVadis

Since 2012, Oriflame has partnered with EcoVadis – the world's largest and most trusted provider of business

sustainability ratings – in order to better understand our suppliers' sustainability performance. Read more about this in the [Human Rights section](#) of this Report.

Energy Peace Partners and Prado Power

Together with Energy Peace Partners and Prado Power, 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.

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 through Friend of the Sea.

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 certifications 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.

International Collaboration of Cosmetic Safety

In 2024, we were part of the International Collaboration on Cosmetics Safety (ICCS). Seeking alternatives to animal testing, this consortium enables a unified lobbying of testing cosmetic products on animals.

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.

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.



The Vegan Society™

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

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.

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.

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.

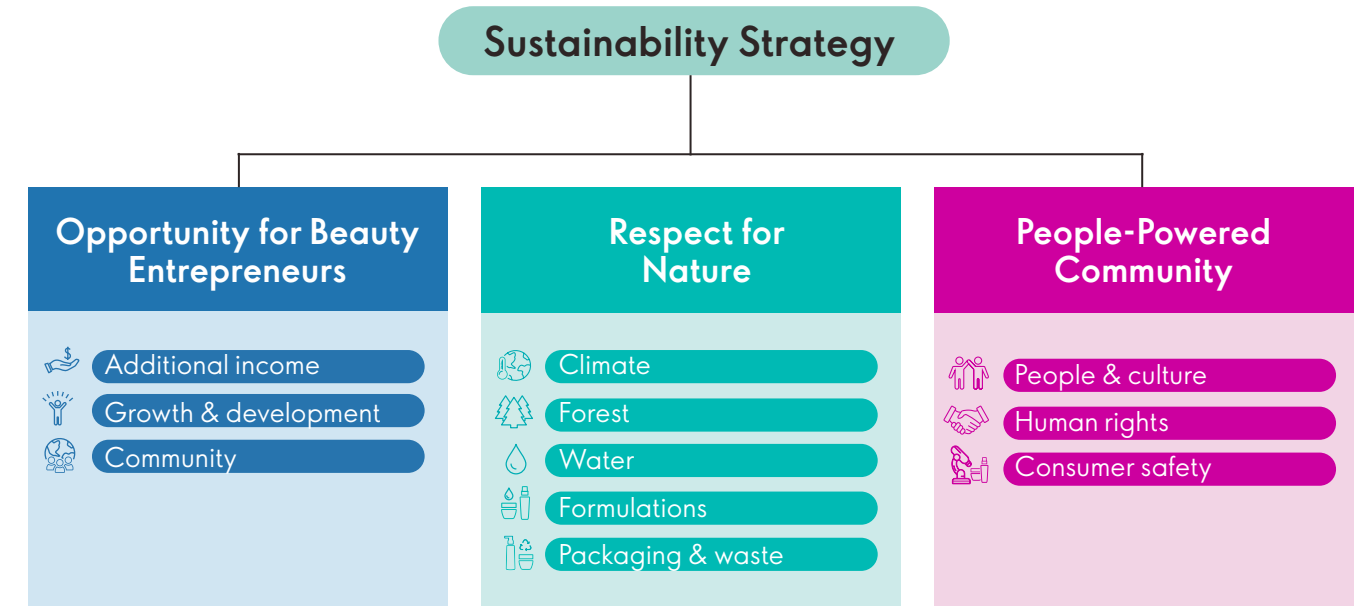
Materiality

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 largest negative impact but also increase and focus on the activities that are contributing to positive impact, whether it is on the planet or people's lives.

Understanding our impact

To understand, assess and identify our material impact, we are following 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 the emphasis given by our stakeholders, their estimated scale and scope, likelihood, and possibilities of remediation of the impact. Impacts with the potential to have negative effects on human rights are given extra weight. Finally, the impacts are prioritised based on their significance.

3. Review and report – After grouping our impacts into topics, we ensure the final ranking corresponds to the qualitative data collected in the engagements with our

stakeholders and experts. Our most material impacts are reviewed annually and form the basis of our sustainability strategy as well as the external reporting to our stakeholders.

Strategy update

In 2024, we conducted a double materiality assessment to align with the EU's upcoming reporting regulation under the Corporate Sustainability Directive (CSRD). The outcome of the assessment will be reflected in our 2025 strategy revisit and presented in our 2025 Sustainability Report.

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 in Oriflame lies with the Board of Directors. The Board has assigned the Chairman of the Board, 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 founder of a sustainability consultancy. The Board of Directors, led by the Chairman of the Board, oversees Oriflame's sustainability strategy and sustainability targets, including our impacts on the economy, environment and people. At least once per year, the Board of Directors has a sustainability session to update itself on sustainability strategy, obligations and achievements, including review and approval of Oriflame's sustainability strategy.

Audit Committee responsibilities

Among the responsibilities of the Audit Committee is to review the Group's risk profile, to validate risk mitigation strategies and to monitor their effectiveness. The Global Assurance Team reports to the Audit Committee on the latest developments on risks (including sustainability risks), internal controls, related policies and procedures, and implements the feedback of the Audit Committee. In addition, the Audit Committee reviews

and provides input on the Sustainability Report, including the material topics and sustainability targets before the Report is put forward to the Board of Directors for final review and approval.

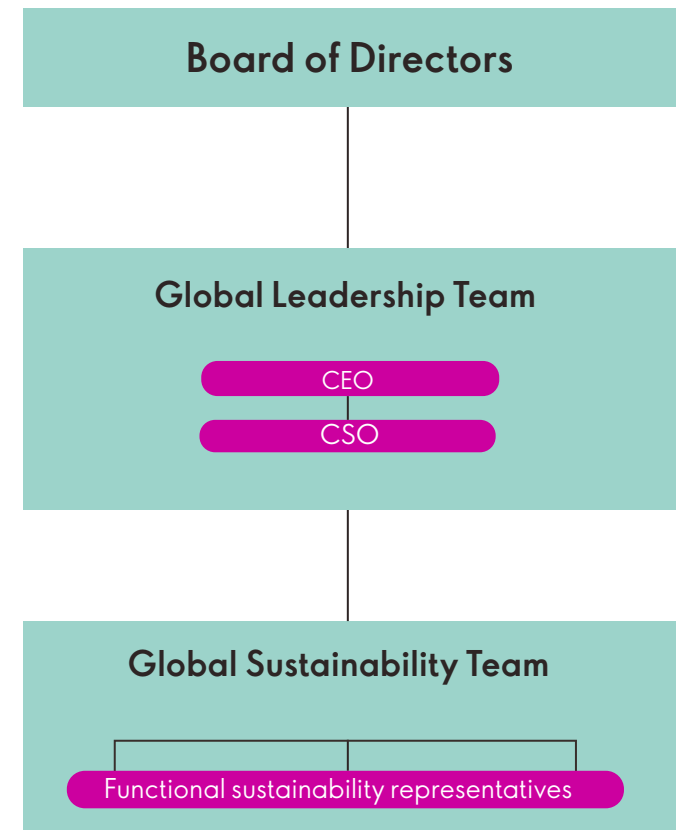
Management of impacts

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 a Global Sustainability Team that is responsible for identifying our material topics, developing global targets, supporting the organisation by identifying key responsibilities, helping to set goals and targets, and monitoring and reporting progress externally. The Global Sustainability Team works with functional sustainability representatives in the various departments.

The CSO is part of the Global Leadership Team and sustainability topics are scheduled into several of the Global Leadership Team's major 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 [2024 Annual Report](#). For more information about board

member competence on sustainability, see section C4. Governance of Oriflame Holding Ltd's [CDP Climate Questionnaire 2024](#).



Sustainability risks

We have assessed our business activities to identify where we might generate negative impacts on the environment and the human community. The assessment and its mitigation strategies are updated annually and approved by the CSO. These risks capture the inside-out perspective and are presented in the table below. In addition, Oriflame has analysed the sustainability risks that have the potential to materially affect our operations. These risks capture the outside-in perspective. More details on these risks and our mitigation strategies are available in the [2024 Annual Report](#).

Risk	Description	Mitigation
Water – impact of Oriflame sites on water resources	Oriflame may impact the quality of water discharge during the manufacturing process.	Four out of five of our own manufacturing sites have effluent treatment plants, water reuse/saving measures and a water efficiency target. At sites in areas with high water scarcity, we have implemented water-saving initiatives and drive actions for replenishment of groundwater. In addition, our laboratories have strict procedures on discharging hazardous substances and waste in both solid and liquid form as well as cosmetic waste (creams and lotions). Read more in the Water section of this Report.
Water – impact of Oriflame products on water resources	Some Oriflame products require water during consumer usage and could contain ingredients or by-products that may be harmful to the environment.	All new rinse-off products are formulated to be biodegradable, and we only use natural-origin exfoliants in all our rinse-off products. Read more in the Water and Formulations section of this Report.
Forest – impact of Oriflame products on forest resources	The forest-derived ingredients used by Oriflame, such as wood, paper, palm oil, palm kernel oil and other natural raw materials, could contribute to deforestation.	Oriflame’s Forest Commitment outlines our ambition to achieve responsible supply chains across our use of forest-related ingredients. Read more about our implementation strategy in the Forest section of this Report.
Climate – direct and indirect climate impact	Our business emits greenhouse gas (GHG) emissions both in our operations (Scope 1 and 2) and indirectly in our value chain (Scope 3), which is contributing to climate change.	Oriflame has climate targets for 2030, approved by the Science Based Targets initiative. To reach the targets we have several reduction measures in place. Read more about them in the Climate section of this Report.
Corruption and bribery	Oriflame operates in countries where the risk of corruption is high.	Oriflame has a zero-tolerance policy towards active or passive corruption as specified in our Code of Conduct and Supplier Code of Conduct. This is supported by policies and control systems, as well as a compliance-breach reporting and a human rights assessment when entering a new market. Read more in the Human rights section of this Report.
Occupational health and safety	Oriflame employees are exposed to occupational health and safety risks, especially in manufacturing, warehouse and laboratory environments.	Health and safety management systems are in place. These include training for audits, accident reporting and investigation, and ad-hoc risk-reduction initiatives. Read more in the People & culture section of this Report.
Human rights of employees	With around 3,300 employees worldwide, we must guarantee that the human rights of our employees are respected under all circumstances.	Oriflame has a zero-tolerance policy towards any form of harassment and discrimination. We manage this through our Code of Conduct, policies and control systems, compliance-breach reporting and investigation mechanism for employees, as well as by conducting a human rights assessment when entering a new market. Read more in the People & culture section of this Report.
Human rights at suppliers	Instances where suppliers violate human rights legislation or fail to comply with the human rights provisions outlined in the Oriflame Supplier Code of Conduct.	Oriflame is committed to protecting the human rights of people across all stages of its value chain. We manage this through our Supplier Code of Conduct, our Responsible Sourcing Programme, including EcoVadis assessments, and sustainability audits. Read more in the Human rights section of this Report.
Consumer safety	Oriflame distributes products that may expose our end-consumers to health and safety risks from their usage.	Oriflame conducts a comprehensive review of the safety of all ingredients as well as cosmetic and nutritional formulations. We employ independent specialist laboratories to test the cosmetic products on adult human volunteers to support the internal review and confirm their safety. Read more in the Consumer safety section of this Report.

External assessments

Climate Leader

In 2024, for the **fourth 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 greenhouse gas 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 2024 we **scored B in the climate section** which reflects taking coordinated action on climate issues.

EcoVadis

Our manufacturing site in Poland was awarded the EcoVadis Platinum medal in their sustainability rating in 2024. 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 7 out of 10 points**. The average for our sector is a score of 2.7.

Science-Based Targets initiative

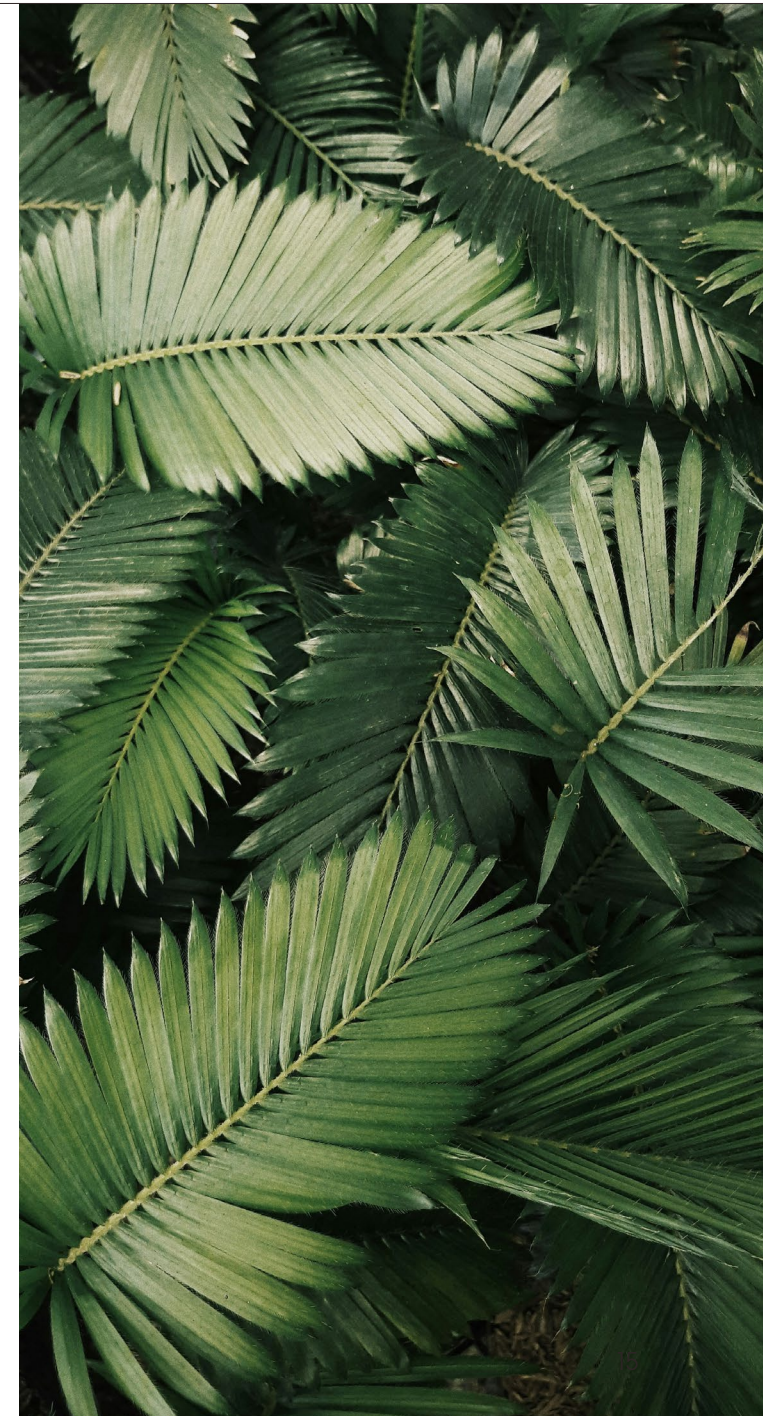
Our **climate targets were approved** by the Science-Based Targets initiative (SBTi) in 2021 as consistent with the levels required to meet the goals of the Paris Agreement. The SBTi is a partnership between CDP, the United Nations Global Compact, the World Resources Institute (WRI) and the World Wildlife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

WWF's 2024 Palm Oil Buyers Scorecard

In 2024, Oriflame received an **overall score of 14.18 out of 24 in the World Wildlife Fund's Palm Oil Buyers Scorecard**, assessing our procurement strategies and actions on sustainable palm oil sourcing.



Targets & results

Impact topic	KPI	Unit	Base year	2024 Results	Goal	Comment
Additional income	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
Growth & development	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	48	All markets	In progress
Climate	% absolute reduction in Scope 1 and 2	Tonnes of CO ₂ e	2019	-59%	-50% by 2030	Achieved
	% relative reduction in Scope 3 ¹	Tonnes of CO ₂ e/million units sold	2019	-23%	-22% by 2030	Achieved
	% relative reduction in energy consumption at manufacturing sites ²	MWh/manufactured unit	2019	+42%	-10% by 2030	More to do
	Number of refrigerants with a GWP factor higher than 750 replaced at manufacturing sites ²	Number of refrigerants	2019	1/9	9/9 by 2030	More to do
Forest	% sourced sustainably (FSC®/PEFC) or recycled paper-based products ³	Tonnes	2023	95%	95% ⁴ by 2025	Achieved
	% sourced sustainably (FSC®/PEFC) wood products ⁵	Number of products	2023	N/A	95% ⁴ by 2025	Methodology to be developed
	% product compliance with EUDR (where applicable)	Number of products	2024	N/A	100% by 2026	Methodology to be developed
	% certified (Mass Balance) palm oil ⁶	Tonnes	2022	85%	100% by 2025	In progress
	% palm oil ⁶ traceable to mill	Tonnes	2022	N/A	100% by 2030	More to do
	% palm oil ⁶ supporting inclusion of smallholders	Tonnes	2022	N/A	50% by 2030	More to do

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 and catalogues, excludes leaflets and labels. The methodology for calculating the target has been updated to tonnes of paper from certified sustainable sources or recycled raw materials collected from a supplier sample invoice providing FSC® or PEFC specified materials on sample invoices from 2024.
4. In 2024, we revised several of our sustainable sourcing goals from 100% to 95%, acknowledging that certain commodities such as paper and wood currently face sourcing constraints due to logistics, market volatility, or limited availability of certified suppliers. We remain committed to continual improvement and aim to close the remaining 5% gap through targeted supplier engagement and system upgrades.
5. Includes accessories and cosmetics with wood-based products as part of the primary product.
6. Includes palm oil and palm kernel oil-based ingredients used in our own production (including derivatives and excluding fragrance oils) and in from certain subcontracted suppliers.

Impact topic	KPI	Unit	Base year	2024 Results	Goal	Comment
Forest	% other forest materials traceable to country of origin	Number of ingredients	2022	N/A	100% by 2026	Methodology to be developed
Water	% relative reduction in water withdrawal at manufacturing sites ²	m ³ /manufactured unit	2019	25%	-10% by 2030	More to do
	% new rinse-offs formulated to be biodegradable	Number of products launched	2023	100%	100% by 2025	Achieved
Formulations	% products containing ingredients on the REACH SVHC candidate list ⁷	Revenue of products	2021	12%	0% by 2030	In progress
Packaging & waste	% recycled PET plastic in product packaging	Sold product weights	2023	47%	80% by 2030	In progress
	% recycled glass in product packaging	Sold product weights	2023	11%	25% by 2030	In progress
	% recyclable, refillable or reusable product packaging	Sold product weights	2023	73%	100% by 2030	In progress
	Reduce overall weight of packaging materials	Tonnes	2023	N/A	Year on year	Methodology to be developed
	% recycled waste (excluding hazardous waste) generated at manufacturing sites ²	Tonnes	2019	80%	100% by 2030	In progress
	% waste to landfill from manufacturing sites ²	Tonnes	Year on year	0%	0%	Achieved
People & culture	% of the under-represented gender in the Global Leadership Team	Number of FTE ⁹ employees	Year on year	50%	40% of the under-represented gender	Achieved
Human rights	% of direct suppliers with a valid EcoVadis scorecard	Number of global direct (first tier) external spend suppliers	Year on year	97%	95%	Achieved
Consumer safety	No recalls of products due to safety issues	Number of products reported	Year on year	0	0	Achieved
	No fines or penalties due to non-compliances	Fines or penalties reported	Year on year	0	0	Achieved

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

7. The Regulation on the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) is the main EU law to protect human health and the environment from the risks that can be posed by chemicals. SVHC stand for Substances of Very High Concern.

8. In our own production.

9. Full-time equivalent.



Opportunities for Beauty Entrepreneurs

This chapter focuses on our Beauty Entrepreneurs and how our business opportunity can help them build a better future for themselves, their families and communities. It highlights the flexibility of the opportunity and how it empowers people by helping them to learn valuable skills, develop personally and professionally – and also connects them to a social network by providing access to a local and international community of people who share their interests.

This chapter covers our positive impacts on Oriflame Beauty Entrepreneurs, including our commitments and policies and our management thereof.

Additional income

Oriflame offers people around the world a modern opportunity to earn an additional income without taking financial risks. Many of our Beauty Entrepreneurs combine their Oriflame business with a primary job, studies or childcare – and even a small addition to their income can make a very big difference for them. Some use the additional income to top up their retirement benefits or treat their family to a holiday, while still others need it to make ends meet. Some Beauty Entrepreneurs are so successful at selling for Oriflame, they turn it into a fulltime business and make a living from it. Whatever the circumstance – we want to offer a modern and flexible earning opportunity that can have a real and positive impact on people’s lives.



Commitment

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

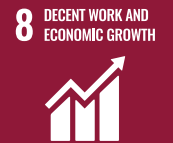
Processes or guidelines

- Oriflame Success Plan & Beauty Community Model
- Beauty Community NPS
- Product Review Platform
- Digital content and integrated suite of attractive and modern business tools

Potentially impacted part of value chain

Own activities:
Oriflame Beauty Entrepreneurs

Sustainable Development Goal





How to earn with Oriflame

Many people start by simply buying products at a discount for their own personal use, others sell to their closest circle of family and friends and earn a small profit, and some successfully take their business further. Regardless of their level of involvement, all Beauty Entrepreneurs sell the products before ordering them from Oriflame, which means there is no need for them to invest capital or keep an inventory to get their own online beauty shop up and running.

Beauty Entrepreneurs can make extra money by selling Oriflame products and earn on average 20% of the sales price. They can also recruit others to join as Beauty Entrepreneurs and earn a passive income generated on the sales made by their recruits. By inviting even more people to join their team – a Beauty Entrepreneur can earn more money.

We are committed to continuing to grow our business with the aim of increasing the total amount distributed to Beauty Entrepreneurs annually. In 2024, we awarded €162 million to Beauty Entrepreneurs and Members, an amount that includes bonuses and cash awards, as well as payments related to the participation of Beauty Entrepreneurs in international and domestic conferences. This is a decrease from €197 million in 2023, which can mainly be explained by a reduction in bonuses and cash awards due to lower sales.

Easy to start

It is easy to start selling for Oriflame. For a small joining fee of about €10¹ Beauty Entrepreneurs get access to a digital starter kit including an onboarding and training programme, their own online shop, online and offline

1. Local variants may apply



training events, inspiration and industry insights, as well as industry-leading business tools and apps to improve and track their results. Beauty Entrepreneurs joining Oriflame do not need to invest time and resources in buying a web domain, designing their own online shop, creating campaigns and other marketing material, packing products and investigating shipping options – all things they would have to do if they were starting an online business of their own.

Beauty Community satisfaction

We want our Beauty Entrepreneurs to recognise Oriflame as a good opportunity to earn additional income. It is therefore important that we make sure we meet their expectations. We have been using the Net Promotor Score (NPS) to measure Beauty Entrepreneur satisfaction in all our markets since 2017. The NPS gives us feedback on Beauty Entrepreneurs' expectations and perception of things such as product quality and the Business Opportunity. It also helps us to identify areas of improvement. In the end of 2024, our Net Promotor Score increased, reaching its highest level in two years. Satisfaction with the Business Opportunity also showed an upward trend over this period, indicating that our Beauty Entrepreneurs find our Business Opportunity increasingly attractive.

Marketing and sales tools

Digital transformation and online engagement

To empower our Beauty Entrepreneurs in their online sales experience, we continued our digital transformation in 2024, with more than 99% of orders placed through the website or mobile app. The Oriflame App Suite and website were pivotal in supporting Beauty

Entrepreneurs and helping them conduct their business.

Oriflame Beauty Entrepreneurs use the digital platform to expand their network and leverage the power of personal recommendations online, for example by sharing inspiring and insightful beauty content connected to a relevant and attractive product with their friends through social media. The Beauty Entrepreneurs can both share content they create themselves and content curated by Oriflame, which is offered on the Oriflame website or through the Oriflame Sharing app. Products are either delivered personally by a Beauty Entrepreneur or shipped directly to the customer from one of Oriflame's distribution centers.

Oriflame website

Our website allows customers and Beauty Entrepreneurs to purchase the full range of products online. The website offers an established cloud-based business and customer support function, improving the digital experience of customers and Beauty Entrepreneurs by enabling them to manage their accounts, orders and subscriptions online. The website contains detailed product descriptions that can be shared directly via the website to various social media platforms, also ensuring that commissions for any purchase generated from such activity is attributed to the referring Beauty Entrepreneur.

Oriflame apps

The Oriflame app contains daily product updates, offers, beauty inspiration and expert advice and allows customers to manage their account and orders. It is also the hub for all gamification initiatives launched during the year, making it the key app for product discovery and recommendations. More than one third of Oriflame's

global orders are placed using the Oriflame app.

The Oriflame Business app allows Beauty Entrepreneurs to manage their business through the tracking of personal goals, bonus points and reward points, as well by growing and developing their network. During the year, several features were introduced to provide AI-generated advice to help Beauty Entrepreneurs achieve business growth.

Read more about how our digital business model supports our Beauty Entrepreneurs in the [2024 Annual Report](#).





BEAUTY
ENTREPRENEUR
PROFILE

Archana Kumar, Top Leader in Oriflame for over 29 years

Archana Kumar began her ambitious journey with Oriflame India in the mid-1990s, when as a recent Master of Business Administration (MBA) graduate and single mother, she first made the choice to pursue a business with Oriflame. "I was drawn to the exceptional entrepreneurial opportunities and earning potential, and also the flexibility that would make it easier for me to bring up my daughters on my own," says Archana.

As one of the pioneer Leaders in Oriflame India, Archana Kumar introduced not just products but an entirely new business concept in the country. In a time before smartphones and widespread Internet connectivity, Archana traversed the country, going from city to city, planting the seeds of entrepreneurship and laying the foundation for what would become a robust network of Oriflame offices across India. She helped countless people to start and grow their own successful business with Oriflame.

"When women gain economic strength, they break cycles of inequality"

"I firmly believe that financial independence empowers women to have a voice in their families and society. When women gain economic strength, they break cycles of inequality, ensuring better opportunities for future generations. Their success creates a more balanced and progressive society," says Archana.

"Thank you Oriflame for this wonderful opportunity that has transformed the lives of millions of people in my team across the Indian subcontinent and enabled them to achieve their dreams. We are leading a socio-economic revolution in society today, and I am very proud to be a part of it."

Growth & development

Our Beauty Entrepreneurs come from different cultures and backgrounds, but all share a similar desire for personal growth and professional development to build and manage their own business successfully.

We aim to provide our Beauty Entrepreneurs, most of whom are women, with the support they need to succeed on this journey, including online and offline training to build their beauty, sales and marketing skills. We also want our Beauty Entrepreneurs to see Oriflame as a good opportunity for self-development, and a way to become more confident and improve their self-esteem.

Commitment

Provide our Beauty Entrepreneurs, most of whom are women, with online and offline training to build sales, marketing and beauty skills

We want our Beauty Entrepreneurs to recognise Oriflame as a good opportunity to learn and develop and as a result perceive that they have:

- Become more confident
- Improved their self-esteem
- Improved their skills

Processes or guidelines

- Oriflame Academy
- Mobile Office – The Perfect Start
- E-learning, and certified trainings
- Local training events and meetups on different topics
- Advancement in the Oriflame Success Plan/Beauty Community model

Potentially impacted part of value chain

Oriflame Members and Beauty Entrepreneurs

Sustainable Development Goal



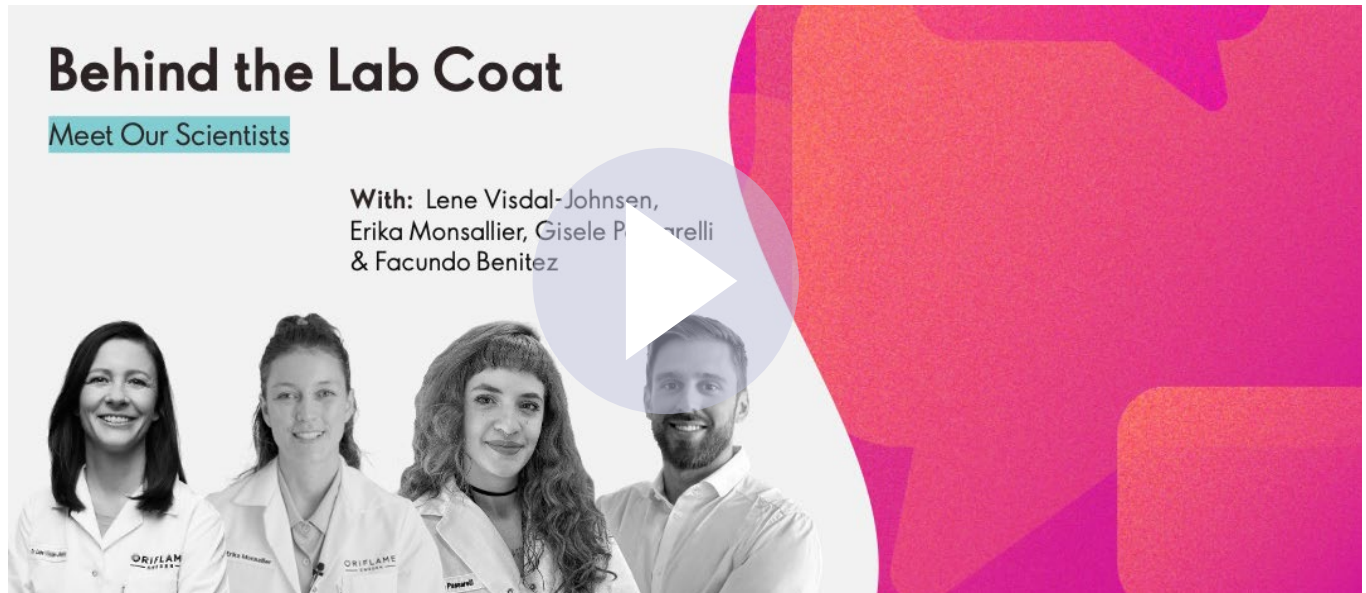
Training and digital tools

We provide both online and in-person training sessions to support our Beauty Entrepreneurs and strengthen their product knowledge and sales and leadership capabilities.

During 2024 we implemented a new e-learning platform that will allow us to create courses even faster and enable built-in automatic translations, which will create a lower threshold for market translations and ultimately a faster time to market. Our most popular course during the year was the Wellness Club Certification programme.

In addition to our online trainings, our markets are also hosting a variety of local in-person sessions. For example, in Peru and Ecuador our team tailored training specifically for younger customer segments. In Tunisia, leaders were coached on executing Fragrance Parties for new catalogue launches. Meanwhile, Uzbekistan hosted a large motivational business forum, focusing on innovative strategies and a deep dive into the Oriflame Academy. Top performers shared their success stories, demonstrated new training materials, and provided training on the new Wellosophy skincare range.

Additionally, our local and global conferences provide Beauty Entrepreneurs with an excellent opportunity to upskill and enhance their knowledge of the beauty industry. These events offer hands-on product experiences and learning sessions, equipping participants with valuable product insights and fresh inspiration.



Training and tools

Description

Oriflame Academy	A training programme offered for more than 15 years, based on the best practices of thousands of Beauty Entrepreneurs in areas such as sales, network activation and recruitment.
Mobile Office: The Perfect Start	A step-by-step digital onboarding tool in Mobile Office. The Perfect Start helps ensure that newcomers get clear direction and support, learn the right skills to kick-start their business and experience the possibility to develop personally and professionally.
E-learning courses and certified training programmes	A total of 48 markets have implemented the e-learning platform. In 2024, 9,478 courses were completed by our Beauty Entrepreneurs.
Local and regional training sessions and gatherings	Our markets conduct various in-person and online training sessions in areas such as products, sales and recruitment techniques.



#OriflameTalks

In 2024, we launched the #OriflameTalks podcast, featuring thought-provoking discussions on beauty, business and leadership. The 12 sessions were live, supported by AI translation and aimed at our global community and further. Topics included our approach to consumer safety, sustainability ambitions and achievements, business sharing apps, industry trends and more. All sessions had a high viewership and high ratings and were much appreciated.

Building self-confidence

Development is not only about business, it is also about daring to try new things, meeting new people, expanding awareness, gaining financial freedom – and much more. While many of our Beauty Entrepreneurs would say they joined Oriflame to earn an extra income by selling high quality products, or for the opportunity to travel around the world – others would say they joined to have something of their own. Succeeding with that improves self-esteem and confidence – and is truly empowering.



BEAUTY
ENTREPRENEUR
PROFILE

Ididaule Ngia, Senior Director

Ididaule Ngia started her Oriflame business from her student dormitory in 2018 at the age of 18. "As a student, I wanted to pursue part-time work that offered fun, flexibility and money, and I found Oriflame to be a perfect match. With Oriflame, I could support my studies, access world-class beauty products, enjoy amazing accessories and travel to different places," says Idi.

She expanded her business during college and reached throughout her home state of Nagaland and across India via her digital platform. Today, she wants to inspire others to do something similar. Idi views technology and entrepreneurship as democratising factors and emphasises that anyone with a smartphone and internet connection can become an entrepreneur. "The very fact that you have a smartphone in your hand shows that you can do whatever I have done."

Driven by a strong entrepreneurial spirit, ambition and curiosity, Idi has made it all the way to the Dimond Director title. She was the youngest person in Asia to hold this title. However, starting a business at a young age came with its own set of challenges. "It wasn't always easy for me to convince people that I, and my business, were legitimate," she says. Yet, she remained determined, and today the Oriflame opportunity gives her financial freedom and the ability to help her family and friends.

"It's about teamwork, and I've been happy to help others grow along with me."

Idi is proud of developing and training several directors and managers within her team, showcasing her leadership skills and ability to create opportunities for others. She collaborates with people from different walks of life, from students to young mothers and unemployed job seekers. "This opportunity has given me a gateway to connect with amazing people and make a difference in their lives. It's about teamwork, and I've been happy to help others grow along with me."



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

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

Processes or guidelines

- Global and local conferences
- Local meetups and gatherings
- Oriflame's online community

Potentially impacted part of value chain

Oriflame Beauty Entrepreneurs

Sustainable Development Goal

8 DECENT WORK AND ECONOMIC GROWTH





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 who have recruited others to become Beauty Entrepreneurs often arrange smaller gatherings for their network, as well as individual one-to-one meetings with their Beauty Entrepreneurs. 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

We support our Beauty Entrepreneurs in building their own communities by providing them with ideas and inspiration for creating engaging meetings and events. The Community Events Hub in Mobile Office helps Beauty Entrepreneurs with ways 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 in 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.





BEAUTY
ENTREPRENEUR
PROFILE

Niek Sugiarti and Surya Nanta

Niek Sugiarti and Surya Nanta's Oriflame journey began in 2004, when they were both still in college. At the time, they did most of their work offline and without a clear system. Yet despite the challenges, their enthusiasm and dedication grew and led to success – and just a few years later they built a thriving community of Beauty Entrepreneurs.

In 2010, Niek and Surya founded the M3Network, a tight-knit and vibrant community from Oriflame Indonesia. To engage the M3Network, Niek and Surya focus on hosting fun and informational events, everything from small informal meetings to classes on building business skills held every Friday at the Oriflame Experience Centre in Bali. They also hold regular online meetings and organise large monthly events called M3 Vibes, where Beauty Entrepreneurs are recognised for exceptional performances.

Niek and Surya believe in fostering strong bonds within the community and meet daily with their Beauty Entrepreneurs for activities like yoga, lunch and badminton. "Our community is like a family to us," say Niek and Surya. "At M3Network, we embrace diversity and flexibility. We support one another and help people start

and grow their Oriflame business and earn money and special rewards. We believe Oriflame is more than just a brand; it's a pathway to achieving your dreams. Our motto is #easy, #fun, and #rewarding"

"We embrace diversity and flexibility. We support one another and help people start and grow their Oriflame business"



Respect for Nature

For more than a decade we have systematically striven to reduce our environmental footprint. We are aware that there are aspects of our business that have an impact on the environment, such as the formulations of our products and the packaging we use.

This chapter covers our impact on the environment, including climate, forests and water, and outlines our commitments and policies and our management thereof.

Climate

We acknowledge that our business activities throughout our value chain are contributing to a negative impact on the climate and to the acceleration of climate change, affecting all stakeholders touched by our business. Therefore, we have, for more than a decade, annually calculated our greenhouse gas (GHG) emissions and implemented various actions and strategies to reduce our emissions. Since 2019, we reduced our GHG emissions by 72%, reaching our science-based targets in Scope 1,2 and 3. In addition, we submitted CDP Climate disclosures over the same timeframe, to track the effectiveness of our actions and to understand how the changing climate will be impacting our business activities going forward.

To reduce our impact, we are committed to take climate action by the mitigation measures explained 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 science-based targets	<ul style="list-style-type: none"> • Manufacturing measures • Travel policy (internal) • Supplier Code of Conduct 	Our own operations	
To take climate action and reduce our Scope 3 GHG emissions in line with our approved science-based targets	<ul style="list-style-type: none"> • Manufacturing measures • Travel policy (internal) • Criteria for road carriers of at least Euro 5 or 6 (in new contracts) • Supplier Code of Conduct 	Our upstream and downstream value chain	

100% renewable electricity worldwide

Oriflame's energy sourcing strategy focuses on sourcing renewable electricity from suppliers through contracts, on-site generation of renewable electricity and purchase of unbundled Energy Attribute Certificates (EACs). Our manufacturing sites in India (Roorkee) and Poland (Warsaw) are partly powered by solar panels. For most Oriflame sites (offices, warehouses and manufacturing sites), unbundled EACs are purchased in collaboration

with the supplier Becour. We have chosen unbundled EACs as they have high transparency and enable us to document the renewable origin of our electricity consumption. This provides detailed information on where and when the electricity was generated, down to the specific power plant. Unbundled EACs streamline the process, cutting out intermediaries and directing more revenue to renewable energy producers. This ensures our investment directly supports the growth of new renewable electricity capacity.

We are documenting our renewable energy consumption from various power plants, such as Mui Dinh Wind Power Plant in Vietnam with an installed capacity of 37.6 MW and Govi Solar Power Plant in Mongolia with a capacity of 30 MWp. When selecting power plants, we consider factors such as age, technology and environmental perspectives. In Europe, we use Guarantees of Origin (GO), for example, Norwegian hydropower sourced from a run-of-river power plant, and in 2024, we expanded our procurement to include local resources in Spain, Czechia, and the Netherlands

Beyond Europe, we rely on the International Renewable Energy Certificates (I-REC) standard to ensure our energy comes from renewable sources. This year, we also procured Peace Renewable Energy Certificates (P-RECs) in collaboration with Energy Peace Partners and Prado Power. Issued under the I-REC Standard, P-RECs not only support renewable energy but also contribute to peacebuilding in vulnerable communities. The revenue generated from P-REC projects is reinvested into the community, fostering economic growth, sustainability and food security.

We purchased P-RECs from a 0.045 MW solar mini-grid power plant in Maijaki, Nigeria. This mini grid was established to address the shortage of power in the region and support the local community which had previously been dependent on gasoline generators due to the lack of connection to the national grid. The new mini grid provides electricity to more than a thousand residents. The revenue is used to purchase processing equipment for women farmers, enabling their social and economic development. This will help farmers get better access to markets, which means less food will be wasted and social benefits will be fostered.





Manufacturing projects

As 66% of our products are manufactured in Poland¹ we are targeting our largest impacts and have, since our target base year, implemented the mitigation measures listed in the table to the right. The mitigation measures have been confirmed by governmental white certificates.

Additionally, four out of five manufacturing sites are also working on replacing refrigerants with a Global Warming Potential (GWP) value higher than 750 to lower alternatives. To date, one out of nine refrigerants has been replaced, and plans are underway for further replacements as part of the ongoing programme.

Logistics improvements

We are continuously optimising our supply chain to increase the utilisation of trucks and containers in order to reduce the number of shipments and consequently our climate impact. In 2024, 100% of our road carriers met the environmental standards of Euro 4, Euro 5 or Euro 6, while 97% of road carriers comply with the environmental standards of Euro 5 and Euro 6. We remain committed to further improving these figures, with a particular ambition to increase the percentage of Euro 5 and Euro 6 vehicles in the future, aligning with our long-term sustainability goals.

Better packaging

As product development is key to our business, we also need to make sure the products we develop are in line with our emission reduction targets. Increasing recycled materials in our packaging, reducing product packaging

¹ Cetes Cosmetics Poland Sp.z o.o.

Mitigation measure	Year of implementation
Regular thermal and ultrasonic imaging audits to identify sources of energy loss	Since 2019
Variable Speed Drive (VSD) on main electrical equipment	
Regular employee awareness campaigns	
Accurate scheduling of production utilities	Since 2021
Isolation of unnecessary supply of utilities	2021
Smart LED lighting systems	
Insulation of steam and condensate piping	Since 2022
Heat recuperation from chillers and compressors	
Minimising parameters of production utilities during non-working periods	2022
Pilot optimisation of working conditions in office area	2023
Nano-bubble technology in the sewage pre-treatment plant	2024
Partial Building Management System (BMS) implementation for Heating, Ventilation and Air Conditioning (HVAC) controls	

weight and developing refills are some examples of the actions we take to improve our packaging, which subsequently will lower our GHG emissions. Increased usage of recycled materials in plastic and glass packaging resulted in 580 tCO₂e of avoided emissions in 2024.

Read more about these initiatives in the [Packaging & waste](#) section.



Beyond value chain mitigation

Whilst reducing emissions in our operations and value chain, we also take action beyond our value chain. As recommended by the SBTi, we go beyond our science-based targets and invest in additional climate finance towards mitigation activities outside of our value chain. Funding climate action around the world allows us to make a positive impact globally. In 2024, we remained committed to taking responsibility for our GHG emissions¹ and invested in a diverse project portfolio focused on carbon avoidance/removal in countries such as China, India, Indonesia and Mexico. Additionally, we continued supporting small-scale projects in Vietnam. We also contributed to carbon projects in the countries where we have production facilities to offset the emissions from Beauty Entrepreneurs' flights to and from conferences (76% renewable energy and 24% nature-based) in four of our large markets. The positive impact of these projects, outside of our value chain, is described in the following paragraphs:

CECIC Gansu Yumen Changma Wind Farm Project, Yumen Town, China

With 134 wind turbines generating 201 MW of clean energy, this project reduces reliance on fossil fuels and lowers GHG emissions, supporting China's climate goals. It also enhances air quality and stimulates the local economy through job creation, infrastructure development and clean energy investments. Beyond energy production, the project fosters community benefits, including educational programmes and sustainability initiatives.

1. Including Scope 1, Scope 2, water, waste, employee business travel, selected logistics transports and Beauty Entrepreneurs' flights to global and regional conferences.

Ghani Solar Renewable Power Project, Andhra Pradesh, India

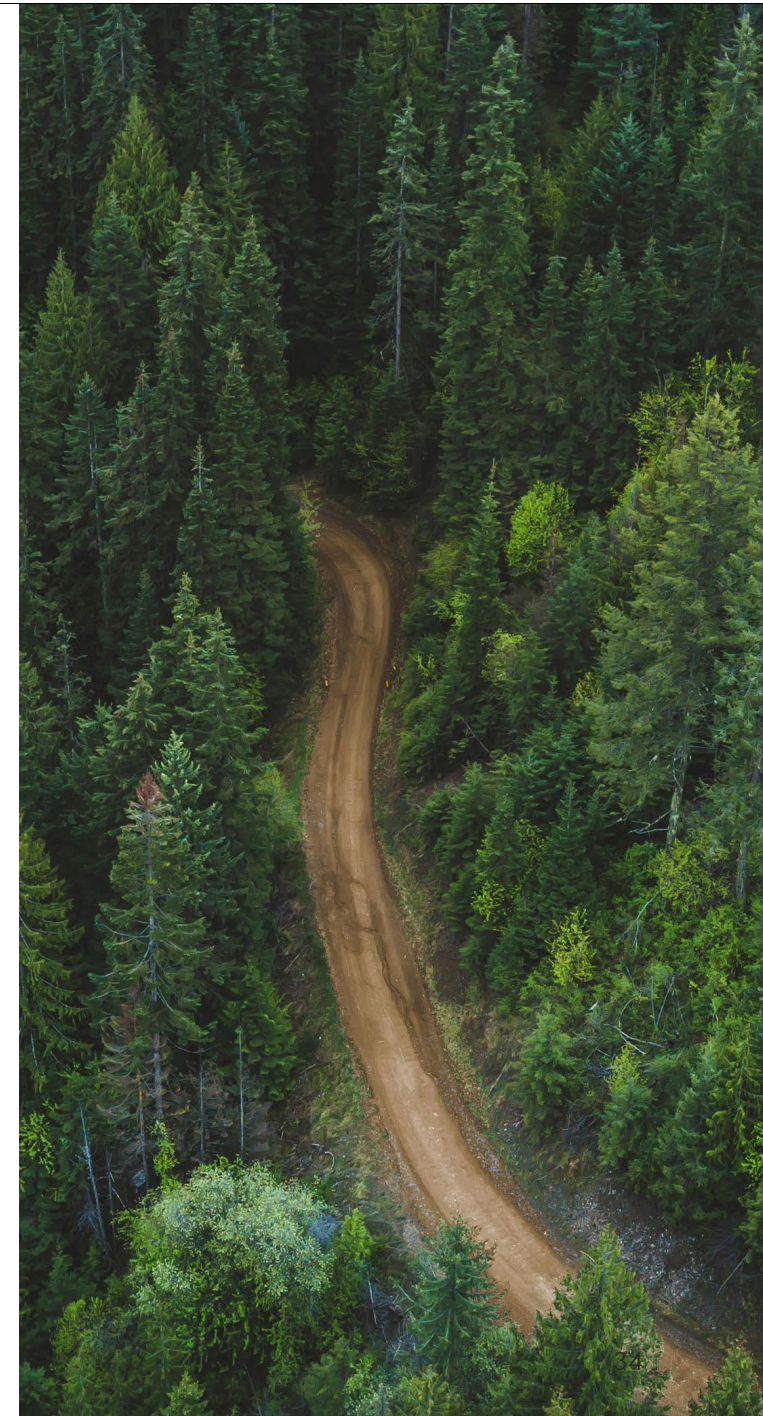
As a 500 MW solar facility, this project generates clean energy while reducing 887,800 tonnes of CO₂ emissions annually. By decreasing dependence on fossil fuels, it enhances air quality and energy security in the region. The project also drives economic growth through job creation, infrastructure improvements and better grid connectivity, directly benefiting local communities.

Katingan Peatland Restoration and Conservation Project, Kalimantan, Indonesia

This project protects and restores 14,980 hectares of peat swamp forest, preventing carbon emissions and preserving vital ecosystem services. By mitigating deforestation and peatland degradation, it plays a crucial role in climate change mitigation. Additionally, it safeguards biodiversity, including the endangered Bornean orangutan, while supporting local communities through job creation in conservation, eco-tourism and sustainable agriculture.

Santa Elena Forest Restoration Project, Yucatán, Mexico

Covering 12,838 hectares, this forest restoration project enhances carbon sequestration while reducing deforestation risks linked to shifting cultivation and cattle grazing. It promotes sustainable land use and engages local communities in conservation efforts. In addition to climate benefits, the project generates income through carbon credit sales and provides training in sustainable forestry practices, fostering long-term environmental and social resilience.





Climate scenario analysis

Understanding our impact is vital, but equally important is to assess the risks posed by climate change to our business. Therefore, Oriflame adopted the recommendations of the Task Force on Climate-Related Financial Disclosure (TCFD) in 2022.

Guided by the TCFD’s recommendations, we have 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 future operations. All scenarios were presented in detail in [2022 Sustainability Report](#). Based on these scenarios, we have identified transitional and physical risks for Oriflame. For full disclosure of climate risks, please see [2024 CDP Climate Report](#).

In 2024, we revisited our climate scenarios and risks as part of our double materiality assessment and the development of our Climate Transition Plan. The results of this assessment will be detailed in 2025 Sustainability 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 (0-3 years)	<ul style="list-style-type: none"> Continue to decrease our Scope 1-3 emissions aligned with our science-based targets Ensure compliance with upcoming regulations
Transitional	Global political instability, protectionism, rivalry, and civil unrest	Availability and/or costs of certain raw materials could be negatively affected	Short-term (0-3 years)	<p>Increased resilience across our supply chains by:</p> <ul style="list-style-type: none"> Mapping specialised raw materials needed in some of our products and developing a process for continued mapping Diversifying the manufacturers and suppliers for our most critical products and identifying alternative suppliers, where possible
Physical	Groundwater decline, longer periods of drought, heavy precipitation and coastal floods and other extreme weather events	Supply chain disruptions and availability and/or costs of certain raw materials could be negatively affected	Medium-term (4-9 years)	<p>Increased resilience across our supply chains by:</p> <ul style="list-style-type: none"> Mapping specialised raw materials needed in some of our products and developing a process for continued mapping Diversifying the manufacturers and suppliers for our most critical products and identifying alternative suppliers, where possible
		Interrupted energy supply and increased energy costs		<ul style="list-style-type: none"> Solar panels at two of our manufacturing sites



Progress in numbers

Energy consumption within the organisation

Offices, manufacturing sites and warehouses where Oriflame has operational control are defined as sites within the organisation. In 2024, a total of 26,147 MWh (30,570 MWh in 2023) of energy was used within the organisation. Natural gas and diesel are the consumed non-renewable fuels in 2024. Previously we have also reported on burning oil, but due to an update in our GHG reporting tool, it is now reported as diesel, and therefore a significant increase in diesel usage resulted in 2023, compared to the base year. Since 2019,

Oriflame has reduced its total energy consumption by 23,186 MWh, due to energy efficiency measures but also due to a decrease in the number and size of sites.

Out of the 15,154 MWh of renewable electricity consumed in 2024, 4,592 MWh was either self-generated electricity from solar panels at manufacturing sites or directly procured as renewable from the grid. The energy intensity ratio was 43.3 MWh/€million sales in 2024, including all energy sources within the organisation.

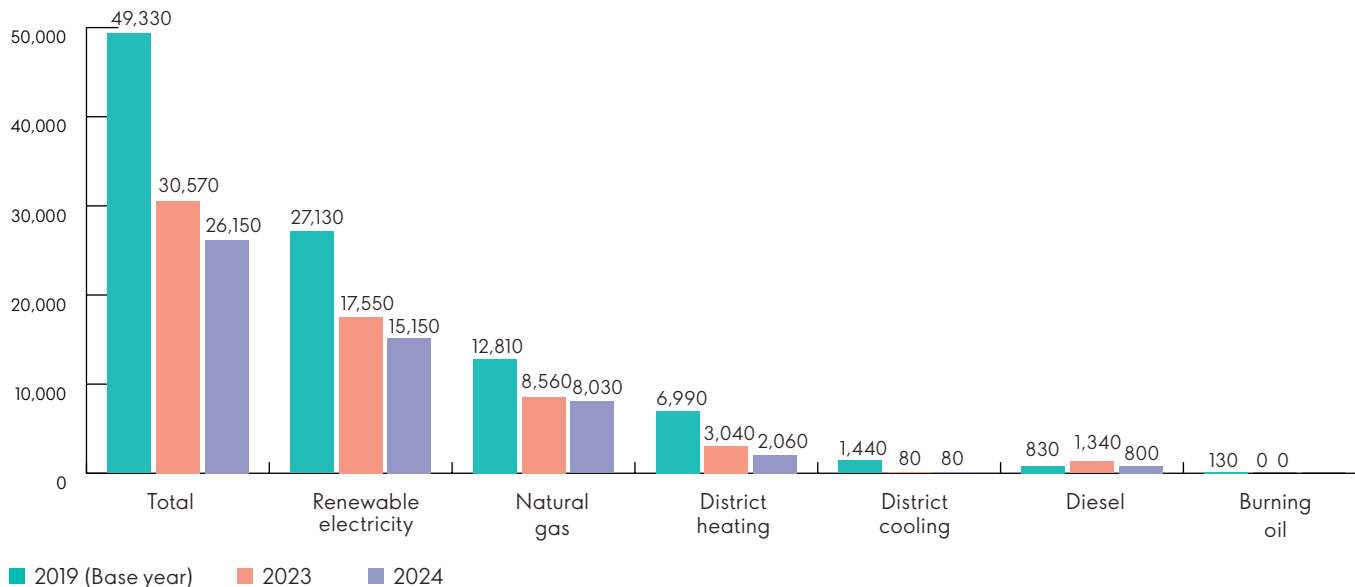
Since 2019 we have decreased our in-house manufactured units by 45%, which has led to new ways of working at the manufacturing sites. Shortened production runs have resulted in more frequent changeovers and cleaning procedures which consequently has

resulted in 22% decreased absolute energy usage but 42% increased relative energy usage (MWh/million manufactured unit). By 2030, we are aiming for a 10% reduction in relative energy consumption from 2019.

Energy consumption outside the organisation

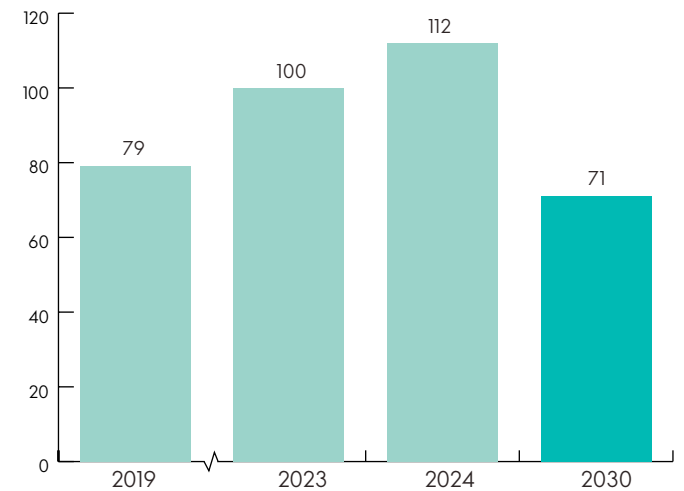
In addition, we also estimate the electricity consumption from Beauty Entrepreneur Service Points (SPOs). SPOs are sites where Beauty Entrepreneurs can arrange meetings, prospecting, training sessions, and deliver orders – and are also referred to as downstream leased assets. In 2024, Oriflame consumed 21,041 MWh of electricity at SPOs.

Energy sources within the organisation¹



1. Numbers are rounded to the nearest 10.

Relative energy consumption at manufacturing sites²



2. Includes four of our own manufacturing sites in Poland, India and China. Our factory in China (Beijing) is excluded. The manufactured unit includes both internal and external production.



GHG emissions progress

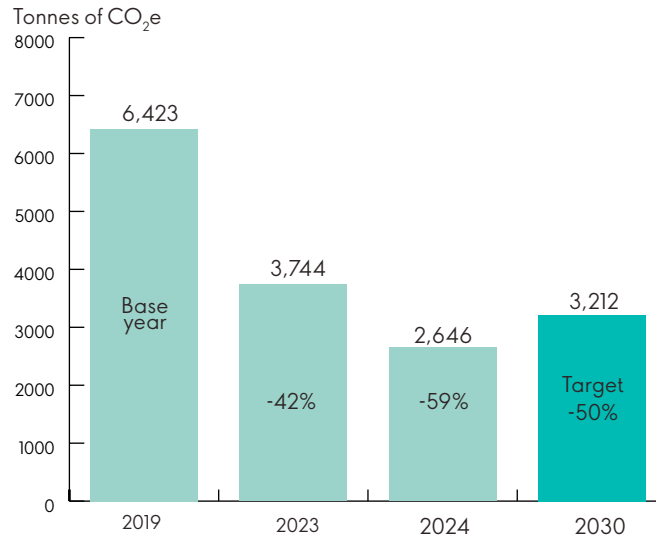
We have reached our science-based targets. Since 2019, we have reduced our absolute Scope 1 and 2 GHG emissions by 59%. The reduction is due to manufacturing mitigation measures to some extent, but also due to a decrease in the number and size of Oriflame-operated sites. In Scope 3 we have reduced our absolute GHG emissions by 72%, and our relative GHG emissions by 23%, since 2019. The reduction is mainly due to the decrease in sales over time, but also due to the ongoing mitigation measures described in this chapter. The downstream transportation emissions decreased by 19% in 2024, compared to 2023, due to the selection of sea shipments over air shipments, increased usage of road carriers with environmental standards Euro 5 and 6, and reduction in transported units.

In 2024, our direct (Scope 1) GHG emissions were 2,275 tonnes of CO₂e (tCO₂e), energy indirect (Scope 2) GHG emissions were 371 tCO₂e and other indirect (Scope 3) GHG emissions were 89,557 tCO₂e. All data aligned with the scope of our science-based targets.

Standards, methodologies and conversion factors

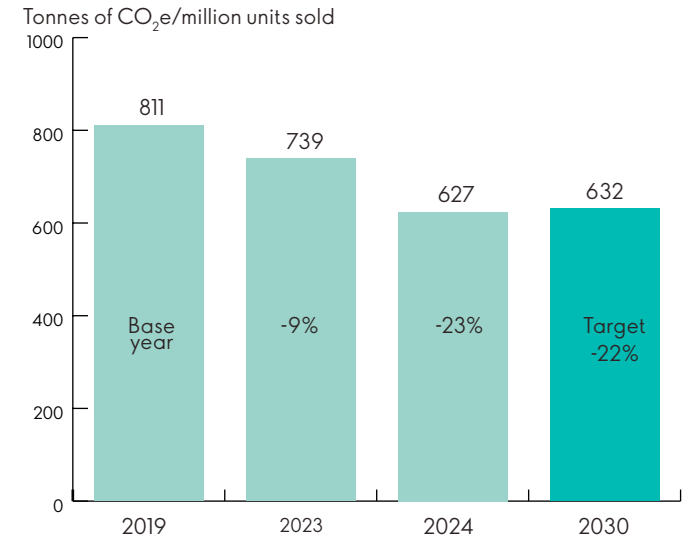
Oriflame applies the GHG Protocol Corporate Standard with the operational control approach. Energy and climate data was collected from all Oriflame sites (offices, manufacturing sites, warehouses) via a questionnaire in Excel. For sites lacking energy data, estimations were made. For specific methodologies and conversion factors, see section C5. Emissions methodology, and C6. Emissions data, of Oriflame Holding Ltd's [CDP Climate Questionnaire 2024](#). CDP Climate figures submitted annually may differ as they

Scope 1 and 2 – science-based target¹



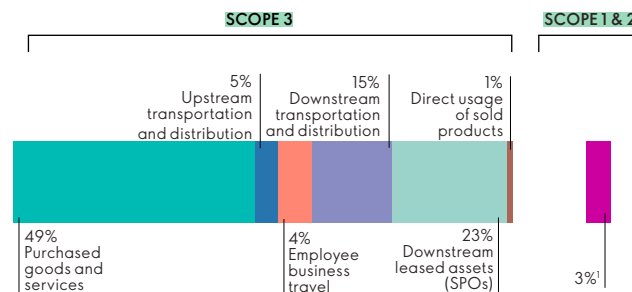
1. The included emission sources in Scope 1 and 2 are fuels, company-owned vehicles, refill of refrigerants and generated electricity and heating.

Scope 3 – science-based target²

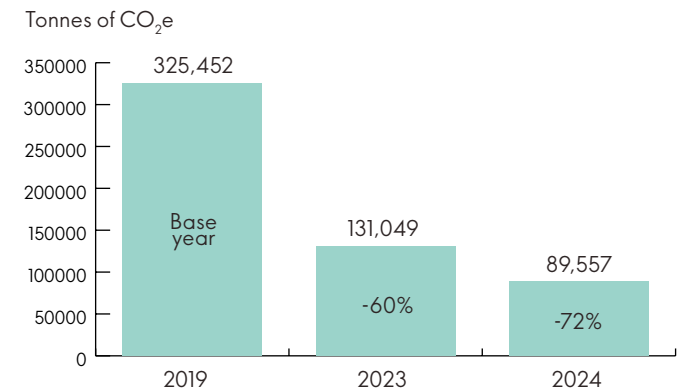


2. The included emission sources in Scope 3 are purchased goods and services, upstream transportation and distribution, waste generated in operations, employee business travel, downstream transportation and distribution, use of sold products and downstream leased assets.

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



Absolute Scope 3² reduction





also include emission sources that were excluded from our science-based targets. For more information on which emission sources were excluded from our science-based targets and why, see [2022 Sustainability Report](#), page 110. In case of changes in methodology or emission factors they are listed below.

Changes and updated calculation methodologies in 2024 climate and energy data

- We updated the emission factors for Skincare, Personal & Hair Care and Colour Cosmetics to calculate Scope 3 purchased goods and services emissions.
- Due to insufficient data, we used markets' national average to estimate the emissions from waste generated in operations under Scope 3.
- The average electricity consumption per unit area was estimated based on specific geographical locations, rather than using a single factor for all, as was previously done, when estimating SPOs' emissions in Scope 3 downstream leased assets.



Forest

At Oriflame, we believe it's essential to protect forests and natural ecosystems to maintain biodiversity and combat climate change. However, we are aware that when not managed properly, some of the materials Oriflame sources, including wood, paper, palm oil (including derivatives), and other natural materials, may contribute to the risk of deforestation, ecosystem conversion and biodiversity loss. This systemic negative impact could have long-term effects on forests, other ecosystems and local communities, including human rights. We are committed to reducing our impact by the mitigation measures listed in this section. To track the effectiveness of our actions, we have reported our forest-related impact, risks and opportunities to CDP annually since 2012.

Commitment

To eliminate deforestation and conversion of natural ecosystems in the supply chains of our key forest-derived materials

Processes or guidelines

- [Oriflame Forest Commitment](#)
- [Supplier Code of Conduct](#)
- Specification on FSC® certified paper in global product packaging development
- Preferred sourcing of certified palm oil in technical requirements manual for cosmetic formulations

Potentially impacted part of value chain

Upstream value chain

Sustainable Development Goal





Forest and biodiversity

In 2022, we replaced our Responsible Paper Sourcing Commitment with our Forest Commitment. In light of upcoming EU regulations, such as the Regulation on Deforestation-Free Products (EUDR) and the Corporate Sustainability Reporting Directive (CSRD), we are proactively adjusting our forest strategies and commitment, while upgrading our internal processes to align with the new reporting requirements.

As part of our commitment, Oriflame also contributes to accelerating forest preservation, conservation and restoration by supporting forest and biodiversity projects. Over the last 5 years, Oriflame has continuously invested in forest and biodiversity projects in a number of countries where we operate. In 2024, we invested in a forest restoration project in Yucatán, Mexico, which aims to restore over 12,000 hectares of degraded forest, reduce deforestation risks and preserve biodiversity.

Regulation on Deforestation-Free Products (EUDR)

The EUDR was due to be applicable by the end of 2024, however, in October, the EU Council postponed the regulation by one year to the end of 2025. Therefore, a major focus for us in 2024 was preparing to report in line with the EUDR.

We started by mapping the landscape of the raw materials we use that contain commodities in scope. We leveraged our internal data systems to create greater traceability and we are working towards streamlining the reporting and documentation requirements for EUDR compliance. Throughout 2024, we engaged with

internal stakeholders and our suppliers, educating them on the regulation requirements and mapping risks. We will be updating relevant supplier technical requirements and processes to ensure accurate reporting, compliance and efficient management of environmental and due diligence requirements.

As we have an overlap of commodities in the scope of EUDR and our Forest Commitment, we prioritised the EUDR-focused materials in 2024, which has consequently brought us closer to reaching our company targets. Going forward, we will continue enhancing our due diligence processes to ensure transparent reporting.

Paper and wood

We started working towards more sustainable forestry practices in 2010, largely focusing on our paper impact. Paper is used in our product packaging, as well as for some labels, leaflets and catalogues. We also have some wood-based products and packaging. In 2021 we launched our eCatalogue, now available in all Oriflame markets. In addition to the digital version, we also produce paper catalogues. In 2023, we launched a new A5 format of catalogues in Europe and CIS. The new format resulted in less paper usage and consequently, less waste in our value chain. Due to our new catalogue format and eCatalogue initiative our catalogue paper consumption has decreased in the last years, and we expect the paper usage to decrease even further in the coming years.

For paper and wood, we rely on the internationally recognised assurance systems; Forest Stewardship Council (FSC®) and Programme for the Endorsement of Forest Certification (PEFC). An FSC® certification ensures the





paper or wood is made from responsibly sourced wood fibre from FSC® certified forests or recycled content. Studies have shown that FSC® certified forests contribute to an increase in biodiversity by having a greater richness of species than non-certified forests. In 2024, the specifications of all paper packaging, accessories with wood-based products, catalogues and customer order boxes were requested from sustainably managed or recycled sources.

All paper packaging and accessories with wood-based products were requested as FSC®. For catalogue paper, specifications were requested as PEFC or FSC® paper.

Previously, we collected information from our supply chain via supplier surveys to verify certified sources. In 2023, we updated our approach to industry standards and now check FSC®/PEFC compliance on sample invoices. With the new methodology, we lost supply chain visibility to the country of harvest, and will therefore be looking for a new approach and process to continue increasing our traceability efforts.

Palm oil

Palm oil and palm kernel oil and their derivatives are forest-based materials we procure for formulations in our own production (in-house) and subcontracted products. We have been a member of the Roundtable on Responsible Palm Oil (RSPO™) since 2010. In 2010 we started to cover our palm oil usage with RSPO™ Credits and in 2014 we started procuring Mass Balance certified palm oil. Since then, we have continued increasing our Mass Balance certified palm oil procurement, with an aim of reaching 95% and covering the rest with RSPO™ Credits.

Our current scope of reporting includes palm oil and palm kernel oil procured for our own production, including derivatives, and for certain subcontract suppliers. We have a gap in our procurement of palm oil in certain fragrance oils and subcontract suppliers of finished goods, and we aim to close the gap in the coming years.

Other forest-risk commodities

As part of our Forest Commitment, we have identified other forest-risk commodities used in significantly lower volumes compared to paper and palm. These are non-timber forest products and consist of goods of biological origin other than wood and that are derived from forests, other wooded lands, trees outside forests as well as allied land uses. We aim to map out the supply chains of these commodities to be traceable to the country level.

Progress in numbers

Paper and wood

For paper-based products, we aim to procure 95% of volumes from suppliers with sustainably managed or recycled sources. To verify this, we require a sample invoice with a valid PEFC or FSC® from each supplier. For our paper packaging, 86% of the total volume (4 out of 11 suppliers) specified FSC® certified with a valid FSC® license code on their invoices. For catalogue paper, 96% of the total volumes (5 out of 9 paper suppliers) specified PEFC certified with a valid PEFC license code on their invoices. The suppliers missing a valid certification license code represent less than 6% of the



volumes procured. We will work with these suppliers to close the gap in the coming years. Furthermore, since the introduction of our eCatalogue and smaller A5 format, we have seen a reduction in catalogue paper year on year, from more than 12,000 tonnes in 2021 to less than 4,000 tonnes last year.

In 2024, we launched six accessories containing wood-based products. The specifications for these products were requested as FSC® certified. With our new methodology developed in 2023, we were unable to confirm FSC® through invoices for products launched in 2024. For new product developments, we requested our suppliers include a valid license code on their invoices to ensure and verify FSC® specification requests. No cosmetic products made from wood-based materials, for example, wooden eye pencils, were launched in 2024.

Palm oil

In 2024, we procured a total amount of 1,274 tonnes (1,364 tonnes in 2023) of palm oil and palm kernel oil (including derivatives), of which 52% was palm oil and 48% was palm kernel oil. The decrease in volumes in 2024 is due to the reduction in sales compared to 2023.

In 2024, we procured 85% Mass Balance certified¹ palm oil for our own production and certain suppliers. The decrease in Mass Balance palm oil in-house compared to last year is due to an error in our internal system in the ratio of palm oil for an ingredient. In 2024, we started purchasing this ingredient as Mass Balance, so we expect to be on track for our aim to reach 95% Mass Balance certified palm oil by 2025.

Palm oil and palm kernel oil procured (tonnes)¹

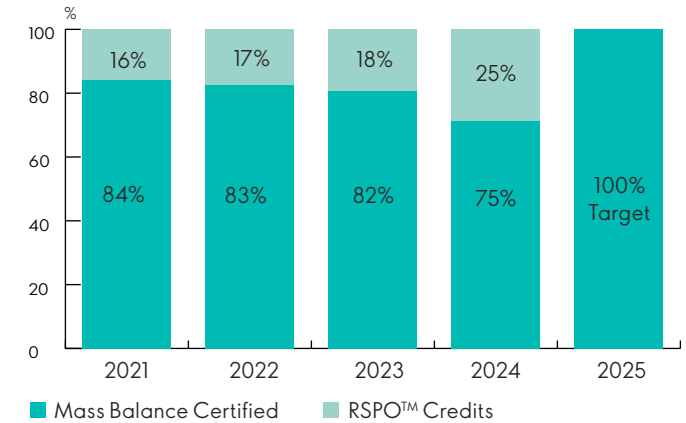
Category	Mass Balance Certified	RSPO™ Credits	Total palm oil/palm kernel oil
Own production	606	45	651
Sub-contract suppliers	471	152	623

Palm oil data methodologies and changes in data compared to previous year

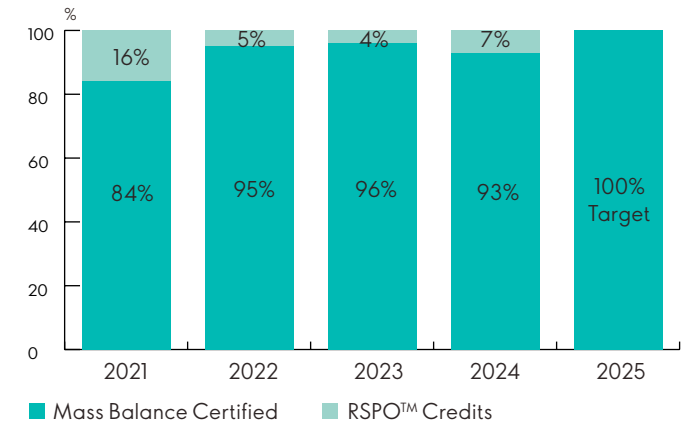
Palm oil data is collected via internal system recordings and supplier requests. For 2024, we discovered an error in our internal system regarding the proportion of palm oil in a key ingredient. We have corrected this error, which increased the volume for the procurement of standard grade palm oil.

In 2024, we revised several of our sustainable sourcing goals from 100% to 95%, acknowledging that certain commodities such as paper and wood currently face sourcing constraints due to logistics, market volatility, or limited availability of certified suppliers. We remain committed to continual improvement and aim to close the remaining 5% gap through targeted supplier engagement and system upgrades.

RSPO™ certified palm oil and palm kernel oil procured for certain subcontract suppliers¹



RSPO™ certified palm oil and palm kernel oil for own production¹




¹ These reported figures are not audited through RSPO™ Certification.



Water

Oriflame depends on water throughout the lifecycle of our products; during raw material sourcing, manufacturing and consumer usage. We have manufacturing sites in geographies characterised by high levels of 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
To reduce our formulations' impact on water	<ul style="list-style-type: none">• Product Development Philosophy• Our technical product database includes biodegradability calculations• Responsible formulation development in technical requirements manual for cosmetic formulations	Full value chain	 14 LIFE BELOW WATER
To reduce water consumption and have good water quality and wastewater at our manufacturing sites	<ul style="list-style-type: none">• Effluent water treatment plants at all manufacturing sites• Water quality programme• Nano-bubble technology in effluent treatment plant at our Polish factory	Own manufacturing sites and downstream value chain	



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 methods developed by the Organisation for Economic Co-operation and Development (OECD) or similar.

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 2024, 100% of all our rinse-off products launched were formulated to be biodegradable.¹ As part of this effort, we launched new rinse-off products, including Feminelle Washes, Love Nature Shower Gels, and North for Men Hair & Body Wash, all created with natural-origin ingredients whenever possible. Furthermore, the materials used in our sheet masks and wipes are 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 in 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 the broader microplastics use in cosmetics and are actively working to ensure full compliance of the portfolio well ahead of implementation dates.

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

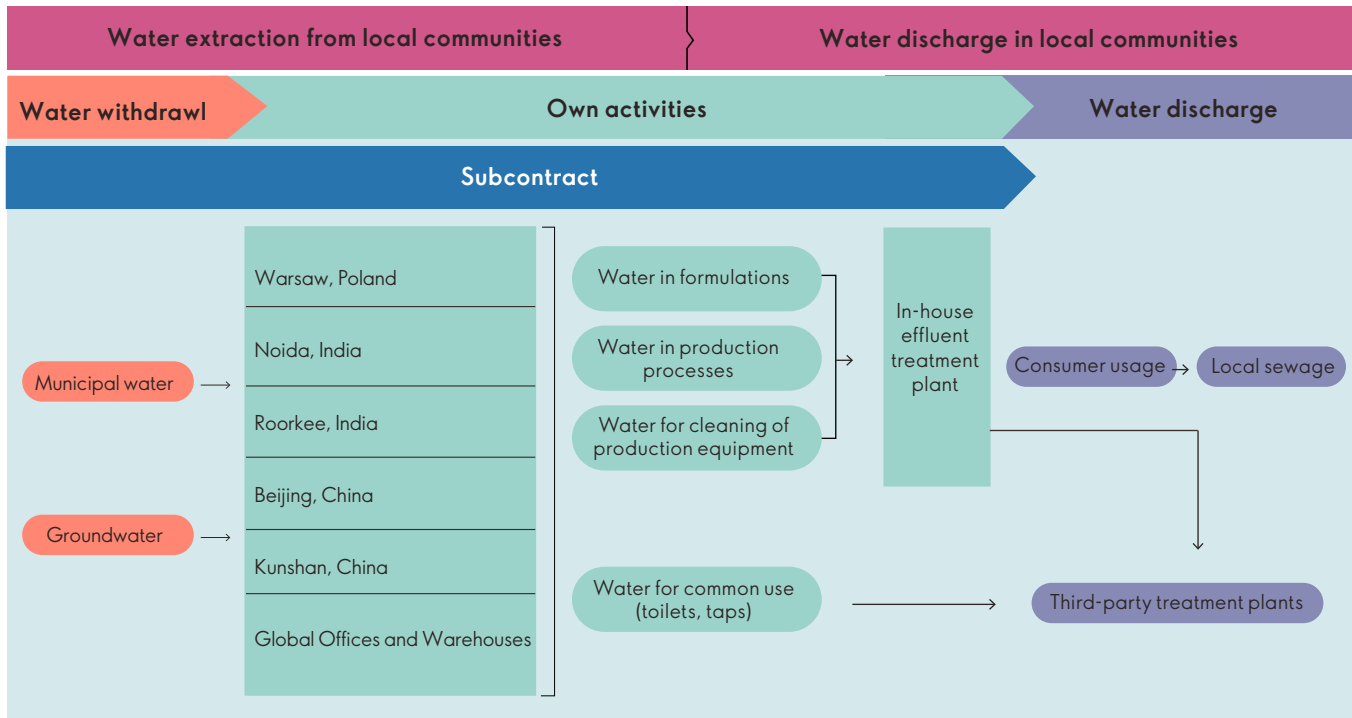
Water management at our manufacturing sites

Manufacturing of cosmetics, both the use of purified water in the formulations and washing of the equipment, is our most water intensive process.

In 2024, the water used in our products accounted for about 21% of total water intake at our Polish manufacturing site. Our most water intense in-house product categories are Skincare and Personal Care. In our Polish manufacturing site, we produced a majority of those categories in 2024. The site is located in an area with low risk of water stress. However, our priority is to have a water-efficient production with good wastewater quality.

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 have an in-house effluent treatment plant to treat water in line with local water regulations and monitor physical and chemical water quality parameters before discharge to a municipal treatment plant.
- Our manufacturing site in Roorkee, India is a zero liquid discharge (ZLD) factory. 100% of water is reused after treatment for local landscaping. In addition, rainwater is collected in harvesting pits on site to replenish groundwater.
- At our manufacturing site in Warsaw, Poland water is partly reused from the backwash of sand filter.
- The effluent treatment plant in Warsaw utilises nano-bubble technology in the sewage pre-treatment process to clean and reduce chemical oxygen demand.



SOCIAL IMPACT ■ WATER UPSTREAM ■ OWN OPERATIONS ■ WATER DOWNSTREAM ■ SUBCONTRACT

Oriflame's water flow chart - visualising the water use across our value chain.

- At all sites, regular training of employees is held on efficient water usage and our water target.
- All sites have a secured water supply with regulatory consent and engage with government stakeholders to improve water management.

Our labs have strict procedures for discharging hazardous substances and waste in both solid and liquid form as well as cosmetic waste (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 a ratio which measures the amount of water needed by a society to the amount of water available from renewable and groundwater sources. Four out of five manufacturing sites are currently located in areas with high water stress. At these sites, we have implemented water-saving initiatives and drive sustained actions for the replenishment of groundwater.

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

Progress in numbers

Water impact in own operations

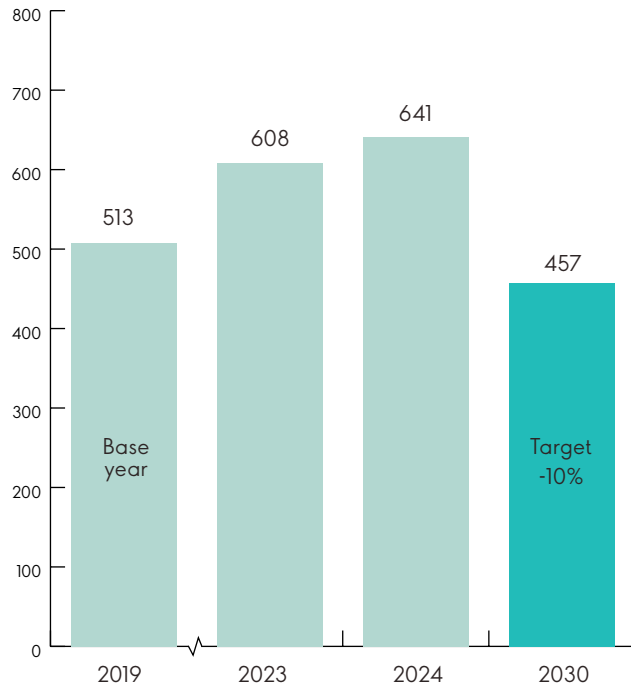
By 2030, we aim to reduce the relative water withdrawal at our manufacturing sites by 10%, from a 2019 base year. Since 2019 we have decreased our in-house manufactured units by 45%, which has led to new more frequent changeovers and cleaning. We have also increased our average fill units in the past few years, which has led to a higher consumption of water. Overall, we have reduced our absolute water withdrawal at manufacturing sites by 31% since 2019. However, our relative water withdrawal (m³/million manufactured unit) has increased in 2024 by 25% compared to our base year.

Site type	Water withdrawal in 2024 (Megalitres)
Manufacturing sites	83
Offices and warehouses	179
Total	259



Relative water withdrawal at manufacturing sites¹

m³/
million manufactured unit



1. 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.

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 in Excel.





Formulations

Our products have an environmental impact during production and manufacturing, as well as during and after consumer usage, which can impact people and ecosystems upstream and downstream in our value chain. This is why we consider which ingredients we select as part of the formulation development.

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"> Ingredient Rationale process Ingredient Profile Sheet Sustainability Review of ingredient Technical database with ingredients' sustainability characteristics 	Upstream and downstream value chain	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
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"> Guidelines and classifications of prohibited and restricted ingredients, applicable for all formulation development Annually measure use of Substances of Very High Concern (SVHC), aiming to have 0% of revenue originate from products on the REACH¹ candidate list 		
Continue to drive responsible product formulation	<ul style="list-style-type: none"> Product Development Philosophy Our technical product database includes naturalness and biodegradability calculations Responsible formulation development in the R&D Technical Requirements manual 		

1. Registration, Evaluation, Authorisation and Restriction of Chemicals



Our Product Development Philosophy

Oriflame harnesses 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 the 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 request and 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 ecosystem, 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 also ensure no genetically modified organisms (GMOs) are intentionally used.

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 become a risk to our business and industry. This enables us to take the most impactful action.

We believe that the ingredients we take out of our formulations are as important as those we add, and we are continuously striving to seek responsible alternatives for concern ingredients.

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, such as in our new Wellosophy skincare range and Novage+ Facial Capsules, formulated without mineral oils, parabens, Sodium Lauryl Sulfate (SLS) or Sodium Laureth Sulfate (SLES).

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.





Responsible formulation in 2024

Oriflame's responsible formulation approach is key to our Product Development Philosophy. We strive to respect nature and people by consciously formulating, manufacturing and making meaningful changes to reduce our impact.

In 2024, we achieved our biodegradability goal, with 100% of all rinse-off products launched formulated to be biodegradable.¹ One example is our Feminelle range, which got a makeover and was relaunched with a minimum of 94% natural-origin ingredients, formulated to be biodegradable¹ (rinse-off formulations) and packaged in 30-50% recycled plastic packaging. Additionally, we launched our Novage+ Intense Nourishment Facial Oil Capsules and Novage+ Proceuticals 20% Vitamin C Capsules, which utilise plant-based biodegradable capsules and are also formulated without parabens or mineral oil.

We continue to strive to use natural-origin ingredients where possible to support Performing, Safe and Responsible formulations. In 2024, 70% of our new skincare launches contained a minimum of 90% natural-origin ingredients. We added two new flavours to our iconic Tender Care Multi-Purpose Balm range – upcycled watermelon seed oil and organic cocoa butter. All Tender Care Multi-Purpose Balms are formulated with a minimum of 99% natural-origin ingredients.

Our new Wellosophy skincare range is certified with The Vegan Society™. It has more than 91%² natural-origin ingredients, including adaptogen extracts and

mood-enhancing scents – and 25-100% recycled packaging.³ Adaptogens are powerful botanical substances derived from plants, herbs, roots and mushrooms, such as ashwagandha ginseng, and rock rose in our new range. The extracts possess a unique ability to 'adapt' their function and are potent antioxidants, acting to help protect the skin from external aggressors and maintain the skin's healthy balance.

We launched the Love Nature Up-Loved range, with minimum 95%⁴ natural-origin ingredients, including upcycled extracts of lemon seed, apple seed and banana flower from the food industry. Since upcycled ingredients are derived from materials that have already been harvested, using them helps preserve natural resources such as land, water and energy used in agricultural production processes. Furthermore, by incorporating upcycled ingredients, we actively contribute to a circular approach, reducing waste and giving new life to otherwise discarded materials. In addition to upcycled extracts, the Love Nature Up-Loved range also features organic extracts of carrot, ginger, acai and kale, and is formulated without parabens and silicones.

The number of Oriflame products certified with The Vegan Society™ continues to expand and we now have more than 150 vegan-certified products across our portfolio. In addition to all the products in our new Wellosophy skincare range, we increased the number of vegan-certified products in our Giordani Gold and Waunt ranges. Vegan-certified products do not contain any animal products, by-products or derivatives and are not subjected to animal testing.

1. To validate the biodegradability of our rinse-off products, we require that at least 90% of carbon-based ingredients are biodegradable, in line with OECD guidelines or similar.

2. Exception gel-serum with 86% natural-origin ingredients

3. Exception eye cream packaging

4. Exception 1 shower gel



Innovation

Oriflame places a strong emphasis on innovation in our product development. One of our research focus areas is green science, which enables us to deliver our Product Development Philosophy and strategic intents, including sustainability. By exploring green science opportunities, 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. Examples for 2024 include the upcycled extracts in our Love Nature Up-Loved range and Tender Care Watermelon Multi-Purpose Balm, and the natural microalgae serum oil, created using biotechnology, in the Giordani Gold Iconic Lip Elixir products.

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.

After 2023, no Oriflame cosmetic products have been, or will be, 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. During 2024, we were part of a global consortium (ICCS¹) whose mission

is to advance the development of animal-free methods to test the safety of cosmetic ingredients and products and to work with authorities globally to push for an end to animal testing.

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.

We only use responsibly sourced animal by-products, such as beeswax, honey, lanolin (a secretion from wool-bearing animals) and dairy products in our cosmetic products.

In our nutritional products, we use fish gelatine, eggs and fish oil from sustainably managed stocks certified with Friend of The Sea. We also use animal-derived by-products, such as whey protein/powder and bovine collagen (in one product launched in China and in our Personal Nutritional product range which was piloted in Spain during 2024). 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, where animal-derived by-products are used responsibly and, when possible, replaced by more sustainable alternatives.

1. International Collaboration on Cosmetics Safety, which aims to advance the acceptance of animal-free





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 or materials, and never using direct animal materials.

In 2024, we continued to certify relevant products with The Vegan Society™, including a number of skincare tools and a dual body brush. We use natural materials where possible, and launched two konjac sponges, made from natural and biodegradable materials and designed to cleanse and exfoliate, leaving skin feeling soft and clean.

We are actively increasing our use of recycled materials, including products made from 100% recycled materials, namely shower puffs and a skincare headband. We also incorporated 50% recycled material into the plastic components of our Eyebrow & Facial Razor Set, Everyday Foot File, and Expert Feet tools.

We launched reusable skincare accessories that can be easily washed and reused, helping replace single-use products and supporting a circular approach. Arctic Ritual Eye Pads can be used warm or cold to relax the skin around the eyes. Our reusable Serum and Mask Cover is made from latex-free silicone and helps to increase the absorption of serum or moisturiser, so the skin can reap the full benefits of the product. We also have a Pocket Blotting Roller made from natural volcanic stone, and Reusable Cotton Pads that offer more sustainable alternatives to their disposable equivalents.

Progress in numbers

In 2024, all cosmetic and nutritional ingredients in new product developments were reviewed for sustainability. We are reviewing and aligning processes and targets to comply with the EU's Corporate Sustainability Reporting Directive (CSRD). 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.

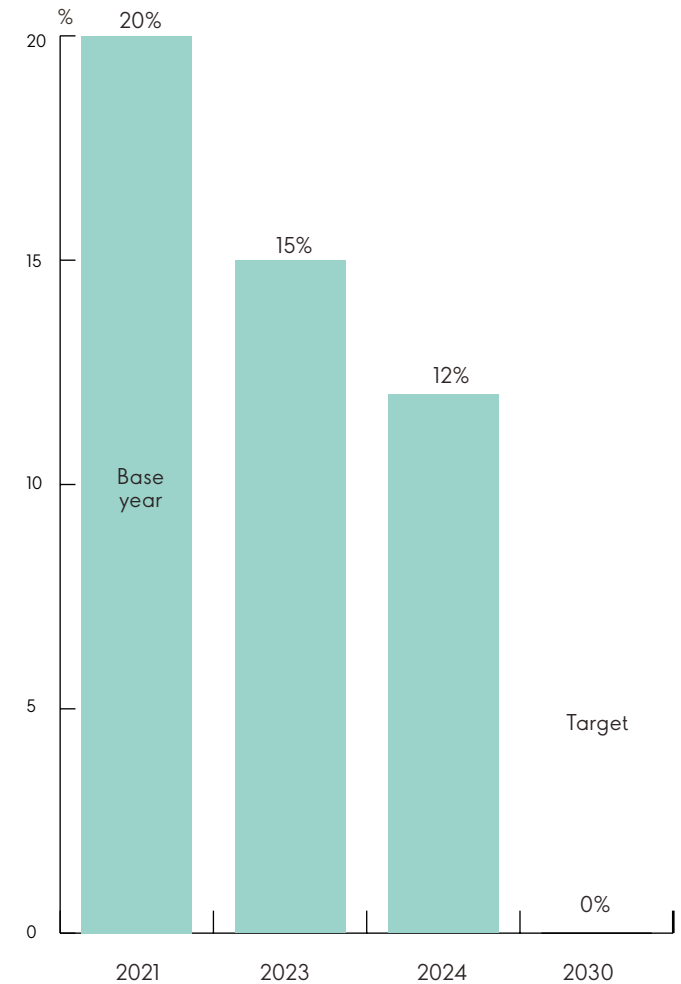
We annually measure revenue from products that contain ingredients on the EU REACH¹ SVHC² list. In 2024, approximately 12% of our product revenue (equivalent to €70 million) originated from such products. We continue our efforts to phase out these substances in line with our 2030 goal and are closely monitoring regulatory updates to guide reformulation strategies and mitigate the impact should an ingredient become banned under REACH.

Formulation data methodologies and changes in data compared to previous year

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 is collected via internal system recordings and matched with 2024 sales data. Any product with a substance on the SVHC list and a concentration greater than or equal to 0.1% is included in the calculation. This year, we have found and corrected an error in the graph published in 2023 Sustainability Report. The corrected results can be found in the graph to the right.

1. Registration, Evaluation, Authorisation and Restriction of Chemicals
2. Substances of Very High Concern

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



Packaging & waste

The packaging of our products is essential to ensure that safe and high-quality formulations are protected and delivered to consumers. Therefore, the packaging serves an important part of the consumer experience. Nevertheless, we acknowledge that our product packaging has an environmental impact, both during production and disposal. There is also a risk that our packaging could contribute to the pollution of land and waterbodies downstream in our value chain, affecting ecosystems and local communities, including their human rights.

In addition to packaging, we recognise the importance of responsible waste management, focusing on minimising waste generation, improving recycling efforts and ensuring proper disposal to reduce environmental harm.

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"> Guidelines on recycled content in globally developed cosmetics packaging¹ Oriflame Design for Recycling guidelines Supplier Code of Conduct 	Upstream and downstream value chain	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
To reduce waste at Oriflame operated sites	<ul style="list-style-type: none"> Waste management programme at manufacturing sites Waste management programme at global warehouses Standard operating procedure for employees at Warsaw, Poland site: Rules for handling waste generated at CCP 	Own operations and downstream value chain	

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



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

1. Recycled materials

Oriflame has 2030 targets for the development of packaging, which include recycled material for both plastic and glass at levels above and beyond industry standards. We aim to use post-consumer recycled (PCR) materials where technically feasible in all globally developed product packaging and to gradually increase recycled materials over time. In 2024, 47% of the weight of polyethylene terephthalate (PET) in our plastic bottles and jars was recycled, contributing to a weight of over 190 tonnes. The majority of new glass packaging specifications included a minimum of 25% recycled materials, meaning we reached 11% by total weight and a total of 323 tonnes of recycled glass. Other related highlights include continued progress with recycled polyethylene (PE) in tubes and Love Nature Simple Joys, Marine Adventure and Up-Loved launches with 100% recycled PET bottles. Furthermore, our Tender Care Cocoa Butter Multi-Purpose Balm included 30% recycled PP (Polypropylene), and for the first time, we introduced recycled metal into selected packaging for North for Men and Feet Up Aerosols.

2. Recyclability

In the absence of regulatory definitions for recyclability, we considered the industry's Design for Recycling guidelines to develop our own Oriflame Design for Recycling guide. The EU Packaging and Packaging Waste Regulation (PPWR) is at the core of what we do. During 2024, Oriflame put in place a dedicated team to manage how we work with this regulation from

a reporting and compliance standpoint. In addition, we reviewed all our colour cosmetics packaging using RecyClass (Plastic Recyclers Europe) Industry standard guidance and began using this tool to review recyclability for all new packaging. We strive to make our packaging more recyclable, and the data gathered in this process will contribute significantly to improved results and compliance in this area. Additionally, in 2024, we introduced carbon-free black recyclable masterbatch on select tube caps across Wellosophy, Fragrance Women and Love Nature brands, easing the material's recyclability, marking a positive step toward their sustainability.

3. Refill packaging

We are expanding our use of refill packaging, contributing to our efforts to reduce plastic waste. Over the past three years, we introduced refill pouches for Feminelle, Duologi, and Essense&Co. brands. These refill packaging initiatives have, in the last three years, helped us avoid putting 115 tonnes of plastic on the market. In 2024, we continued to develop our refill pouches which will launch in the coming years.

4. Reduced material usage

By designing packaging with the environment in mind, we can find opportunities to reduce packaging materials in selected product packaging. When we are optimising packaging weight, tests are always conducted to ensure the packaging quality still meets our standards. In 2024, we achieved significant reductions in material weight across several products, including our roll-on deodorant segment. The roll-on balls were lightweighted by 2 grams per component, resulting in a material avoidance of 9 tonnes. Similarly,





we redesigned Royal Velvet and reduced the glass weight by 20%, adding 25% PCR and at the same time avoiding more than 5 tonnes of packaging material in 2024. We reviewed the design of the caps used for our Optimals skincare range and reduced the weight by 2.2 grams, avoiding 3 tonnes of plastic in the process. In addition to cosmetic packaging weight reduction initiatives, we replaced plastic foam with board for the inner packaging of all new jewellery items, eliminating 1,076 tonnes of plastic. We will continue with these positive reduction initiatives going into 2025.

Waste management in our own operations

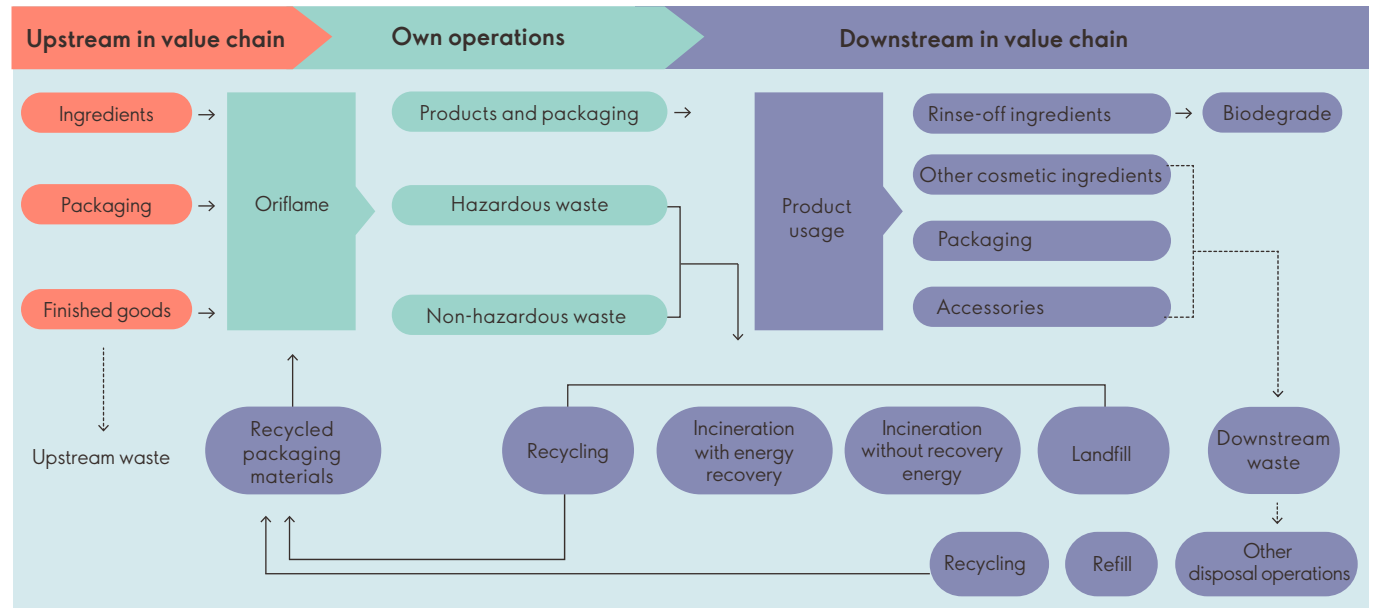
Waste is generated from our operations. At our manufacturing sites, examples of generated waste are formulation residues, packaging materials, sludge from effluent treatment plants and laboratory chemicals. At our other sites (offices, warehouses, service centres) waste consists of, for example, office materials, organic waste, cardboard and electronics. At warehouses, we also have expired product write-offs, and we are working on processes to reduce and manage this impact.

We cooperate with waste management companies in order to increase recycling rates. At all Oriflame sites we ensure that hazardous waste is disposed of and processed in accordance with local waste regulations. We also implemented a new waste data application and integrated interactive data visualisation reports to enhance waste management efficiency. This improvement allows for better tracking, analysis and decision-making, ensuring a more effective and sustainable approach to waste reduction.

Waste management in our value chain

As we place packaging materials on the global market annually, we are aware there are packaging waste contributions downstream in our value chain. However, we have a limited overview of how packaging waste is disposed of in our markets. Much of our progress will come from creating recyclable or refillable packaging from the very start. We are also facilitating our Beauty Entrepreneurs and consumers to recycle their packaging waste in some of our markets. In 2024, we continued our recycling programmes in India, Indonesia and Ukraine. Launched in 2022, the Less Waste Lifestyle campaign in Indonesia enables consumers and Beauty Entrepreneurs

to return empty bottles and containers through the Oriflame Experience Centre, fostering a culture of sustainability. Oriflame collaborates with local recyclers to collect and sort waste biweekly while also providing sustainability and entrepreneurship workshops. Additionally, we are exploring ways to repurpose waste into commercially valuable products in Indonesia. In Ukraine, the recycling programme, which began in 2021, now includes 30 SPOs, and collects packaging waste which is sorted by material type and thereafter sent for recycling. Oriflame’s packaging has been confirmed as recyclable in Ukraine. Our packaging and waste processes are outlined in Figure 1.



Oriflame’s packaging and waste flow chart – visualising the packaging and waste processes across our value chain. Dotted lines reflect limited information available to Oriflame.

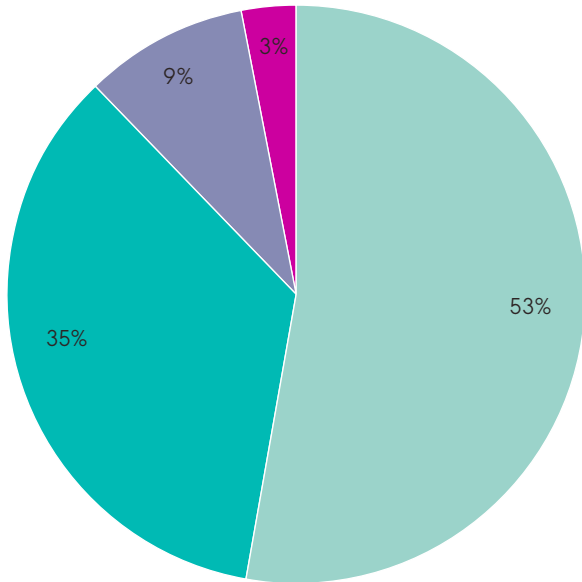


Progress in numbers

Product packaging

In 2024, Oriflame put a total of 5,574 tonnes (7,154 tonnes in 2023) of primary packaging materials on the global market, with glass and plastic being the largest groups of materials.

Packaging split per material group by weight



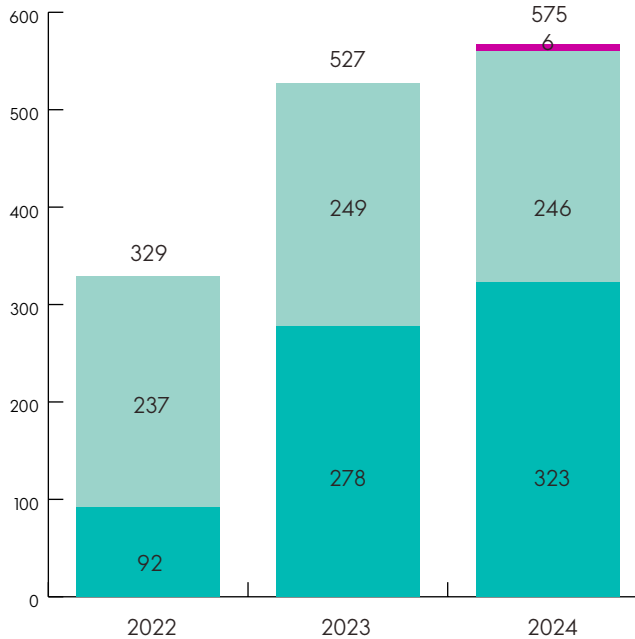
■ Glass ■ Plastic ■ Paper ■ Metal

Recycled materials

Plastic and glass are the main recycled materials currently used in Oriflame product packaging, but we also source some recycled metals. In 2024, Oriflame put more than 575 tonnes of recycled materials on the market. In the last three years, a large focus has been on incorporating recycled materials in our glass bottles

Recycled materials by weight

Tonnes of recycled materials



■ Glass ■ Plastic ■ Metal

and jars. This resulted in a significant increase of recycled glass materials since 2021.

We measure our implementation of recycled materials at various levels. The data in the below table expresses our share of recycled content in primary packaging for the 2024 global product portfolio. By 2030, we aim to have 80% recycled PET plastic and 25% recycled glass in product packaging.

Proportion of recycled materials	2024 results
Glass	11%
Plastic	12%
PET	47%
PE tubes	9%
Metal	3%
Total packaging portfolio	11%

Recyclable materials

To measure recyclability, we use our internal Oriflame Design for Recycling guidelines. In 2024, 73% of our primary packaging was recyclable, where recycling facilities are available. We are aiming for 100% recyclable, refillable or reusable product packaging by 2030.



Renewable materials

Paper and cardboard are renewable packaging materials used in Oriflame product packaging in 2024. See the [Forest section](#) for more details on paper and cardboard.

Reclaimed product packaging in value chain

Some selected markets (India, Indonesia and Ukraine) have implemented recycling programmes for Beauty Entrepreneurs. The impact figures are presented in the table to the right. In Indonesia, Cleanser and Personal Care products, such as body lotion and shower creams are the most registered empties, followed by perfume bottles.

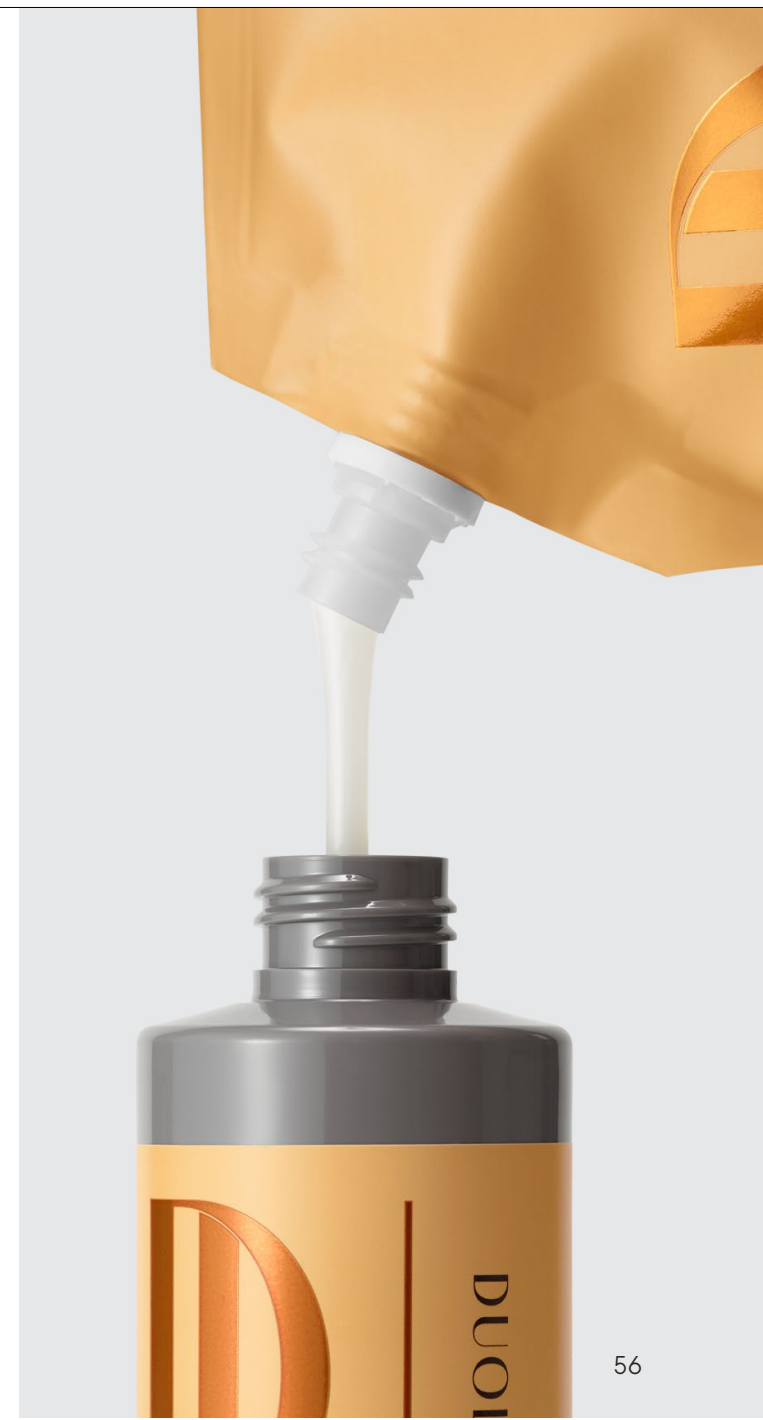
Packaging data methodologies and changes in data compared to previous year

We manage our packaging data in an external data system. The data includes primary, globally developed cosmetics, Wellness and Accessory packaging data. Exclusions in data have been made for locally developed product packaging data and secondary/tertiary packaging data, for example, customer order boxes. Improvements in the quality of the data have been made in 2024. In Q4, 2024, Accessory data was moved to the global packaging data system. The Accessory packaging data from the former quarters in the reporting year was excluded from the data set. Materials data is calculated by using packaging data and sales data combined.

Renewable materials	2024 results
Weight of renewable materials used (tonnes)	511
Weight of non-renewable materials used (tonnes)	5,063
Share of packaging made from renewable materials	9%

Market	Reclaimed product packaging in value chain ¹			Total weight
	Plastic	Glass	Paper	
India	N/A	N/A	N/A	102 kg
Indonesia	29,651 pcs	5,707 pcs	N/A	438 kg
Ukraine	412 kg	260 kg	95 kg	767 kg
All markets				1,307 kg

¹ Data was submitted by each market and collected via supplier reports.

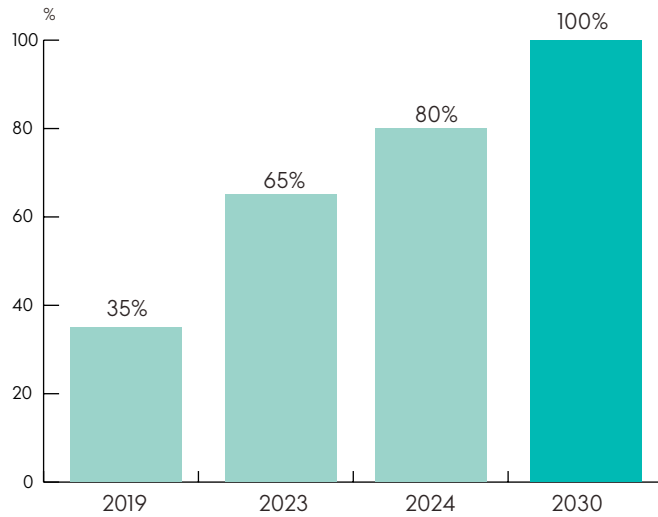




Waste in operations

At our manufacturing sites, we aim for 100% recycled waste by 2030. In 2024, 0% waste was sent to landfill from our manufacturing sites.¹

Recycled waste at manufacturing sites²



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

2. Includes four of our own manufacturing sites in Poland, India and China. Our factory in China (Beijing) is excluded. The data excludes hazardous waste, including electronics.

Waste by composition, in metric tonnes

We generate waste at both manufacturing sites and other sites (offices, warehouses and service centres). Recycling or compost is defined as waste diverted from disposal. Incineration or landfill is defined as waste directed to disposal. Currently no waste is prepared for reuse at Oriflame-operated sites.

Waste composition	Total waste generated (tonnes)	Waste diverted from disposal (tonnes)	Waste directed to disposal (tonnes)
Manufacturing sites			
Plastic	71	71	0
Wood, paper & board	732	732	0
Hazardous waste	116	106	10
Electronics	0	0	0
Metal & glass	73	73	0
Other non-hazardous waste	503	214	289
Total in manufacturing	1,495	1,196	299
Other sites (offices, warehouses, service centres)			
Total in other sites	1,478	598	880
Total waste	2,973	1,794	1,179



Waste diverted from disposal by recovery operation and waste directed to disposal by disposal operation, in metric tonnes in manufacturing

Manufacturing (tonnes)	Hazardous waste ¹	Non-hazardous waste ²
Recycling	106	920
Incineration	10	292
Landfilling	0	0
Composting	N/A	167
Total (tonnes)	116	1,379

1. Hazardous waste are all waste reported as hazardous waste and electronics.

2. Non-hazardous waste are all waste reported as plastic, wood, paper, board, metal, glass and other non-hazardous waste.

Waste data methodologies and changes in data compared to previous year

Waste data, including composition and disposal method was collected from all the manufacturing sites and some of the lead and scale markets (wherever it was available) through our GHG questionnaire in Excel. For most of the markets, where this data was unavailable, estimations were made based on average employee head count and average waste generation numbers taken from What a Waste Global Database, World Bank. Some assumptions were made – for example, that paper waste constitutes a significant portion of office waste, and that all of this paper waste is recycled by all Oriflame sites. This year, we are not reporting detailed waste composition for non-manufacturing sites due to a lack of primary data.





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 3,360 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	<ul style="list-style-type: none"> • Policy for diversity and equal opportunities 	Oriflame employees	 5 GENDER EQUALITY
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"> • Code of Conduct • Supplier Code of Conduct • Oriflame's Security and Occupational Health and Safety Policy • Oriflame's Health and Safety Event Management Procedure 	Workers, including contractors and suppliers working at Oriflame premises or on behalf of Oriflame, including all workplaces owned or directly managed by Oriflame	 3 GOOD HEALTH AND WELL-BEING

In 2024, we began 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 implemented several initiatives across the company throughout the year.

Employee engagement

In early 2024, we conducted a global employee survey to gain deeper insights into our employees' experiences at Oriflame after the change of organisational structure. Participation in the survey was entirely anonymous and voluntary. The survey was 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 highlighted that workload remains a key area for improvement, with respondents noting an increase in 2024 following the organisational change in 2023. To confirm and clarify these initial findings, we conducted a brief follow-up survey in December, called a pulse survey.

The Global and Local Efficiency Challenges

In 2024, we launched two challenges for our employees: the Global Efficiency Challenge and the Local Efficiency Challenge. The goal of both was to empower employees to submit proposals that would simplify or optimise processes affecting one or more markets, as well as respond to concerns about an increasing workload. The winners of each challenge were rewarded with various prizes.

We received numerous proposals from various markets and departments. Many of the proposals would not incur any cost to implement and all proposals would save significant time and effort. Several proposals were selected for implementation. This challenge is continuing through projects prepared and presented by attendees of our leadership programmes. The hours saved through these projects will significantly contribute to reducing workload, and the success of these initiatives highlights our collective effort to drive efficiency and improve our work environment.

Communication and transparency

To promote transparency and open communication, our CEO is hosting 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 them questions, either directly or anonymously. These meetings are accessible to everyone, live broadcasted and recorded for future reference. These online meetings 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 also 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 2024, our Global Leadership Team was represented by five different nationalities and achieved gender parity, with an equal balance of 50% women and 50% men. Additionally, above 75% of recruits to the Global Management Team were hired from the local community in markets with more than 100 employees.

Furthermore, in connection with our organisational restructuring in 2023, internal salaries were reviewed

and adjusted based on gender-neutral benchmarks. 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.

In 2024, all employees were 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 were invited to apply to a leadership programme specifically developed to improve in their leadership roles.

We also conduct training sessions tailored to specific business functions. For example, we introduced an internal training certification for our sales managers, comprising a suite of three modules focused on Oriflame products and the Beauty Community Model. Although these modules are primarily designed for sales managers, they are available to all employees, as they contain valuable material for anyone looking to better understand our business.

To address the critical risk of cyber security, we launched an Information Security and Data Privacy Awareness training campaign in 2024. This initiative included a vulnerability assessment of all employees to determine a learning path tailored to the most critical risks Oriflame faces as an organisation. It also included 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. To date, we have seen an immediate and sustained increase in engagement with our security teams, with reported suspicious activity rising more than tenfold in 2024.

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, ensuring 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 implemented a comprehensive succession planning strategy across the organisation in 2024. 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. Additionally, this approach underscores our commitment to employee growth and career progression, and is anticipated to improve employee retention and morale. Furthermore, it 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

Progress in 2024

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 would be impossible for anyone to copy. This uniqueness does not just come from what we do, but from how we do it – it comes from the way we work, the way we connect and the way we overcome challenges together.

In 2024, we decided to update our culture document with a vision to reignite the culture globally. The existing culture document was outdated, having been created many years ago. Since then, we've experienced significant changes, including organisational restructuring, shifts in the business climate and new ways of working.

Our first step in the process was to determine whether the document's descriptions of our culture remained relevant and still resonated with all employees globally.

Through physical and digital culture workshops we discovered that several aspects of our described culture were either ineffective or unclear. We gathered feedback and suggestions from a diverse range of employees across different cultures, demographics, positions and tenure with Oriflame. This feedback informed the creation of the updated culture document, ensuring that every voice was heard and incorporated to result in a clear and universally understandable representation of our culture.

Some participants in the culture workshops mentioned that after the restructuring, they felt the company culture had been weakened and the workshops helped them reconnect with it – and many said they would like us to hold more workshops like these in the future.

Our next step now is to keep our culture alive. We plan to implement activations with the support of Culture Champions around the globe. We will also update our culture training – “The Oriflame Way” – adding more content from culture workshops. We will share the training with markets to use as onboarding as well as a refresher on our culture and the company as a whole.



Health and safety

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

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 after internal risk assessments established the need for central management of those risks, and for a centralised reporting of health- and safety-related data – in line with the Directive 2014/95/EU on Non-Financial Reporting. The functional responsibility for the Occupational Health & Safety system 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 risks. To align with applicable local regulations, local entities of Oriflame may implement local initiatives to identify hazards and minimise occupational health risks.

Health and safety policy

The key requirements for the management of health and safety at 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, qualification of suppliers and contractors. The policy is followed

up through an internal control process, where each Oriflame entity must confirm policy implementation, which is verified annually in all Group entities.

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 required to be undertaken by all management and supervisors of Oriflame manufacturing, laboratories and warehouses. Since its inception in 2018, it has been undertaken more than 700 times. The course states clearly 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.

Hazardous risks identified

	Manufacturing environment	Laboratory environment	Warehouse environment	Office environment
Hazards posing a risk of high-consequence injury	<ul style="list-style-type: none"> • Moving parts of machines • Intervention on machines in abnormal conditions • Hot fluids • Slips, trips and falls 	<ul style="list-style-type: none"> • Hot fluids • Hazardous substances • Slips, trips and falls from the same level 	<ul style="list-style-type: none"> • Interaction between pedestrians and moving vehicles • Falls of objects from height • Slips, trips and falls from the same level 	<ul style="list-style-type: none"> • Slips, trips and falls from the same level
Hazards posing a risk of work-related ill-health	<ul style="list-style-type: none"> • Exposure to hazardous substances 		<ul style="list-style-type: none"> • Repetitive tasks • Manual handling of heavy loads 	<ul style="list-style-type: none"> • Repetitive tasks • Stress and work-life balance

All hazards identified above have been determined through incident analysis, on-site visits, self-assessment checklists and remote reviews. Risks related to the hazards are minimised through elimination, engineering, administration/procedures, training and personal protective equipment.



Our manufacturing site in Poland has the Occupational Health and Safety Management Certification (ISO 45001:2018). 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 of 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 are responsible for designing improvement plans for all identified gaps and demonstrating improvements. Progress on those plans is reviewed with concerned entities on a quarterly basis.

Process to investigate work-related incidents

There is a global procedure for the management of work-related incidents. This procedure includes:

- Definitions and scope of reporting
- Requirements for the reporting of information about work-related incidents
- Requirements for the management of related emergency situations

- Requirements for the performance of complete and transparent investigations
- Requirements for the identification and implementation of adequate corrective actions
- Requirements for the communication and global implementation 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. Whenever relevant, these committees 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 healthy 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 regular, free access to confidential medical check-ups to their employees – 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. We launched an updated version of our Supplier Code of Conduct in 2022. More information on this is presented in the [Human Rights section](#) of this Report. Where Oriflame outsources operations and wherever the contractual relationship allows, concerned Oriflame business partners have the obligation to minimise occupational health and safety risks their workers are exposed to while working on behalf of Oriflame.

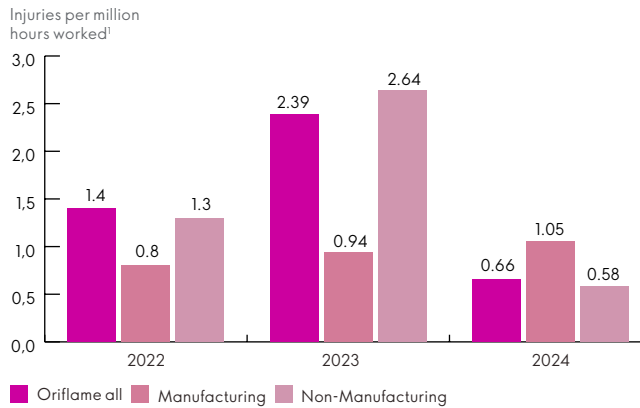
Progress in 2024

Global and local initiatives to provide our employees with safe workplaces, processes and tools continued in 2024. In-person and virtual Health & Safety audits continued to take place. We report and record 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.

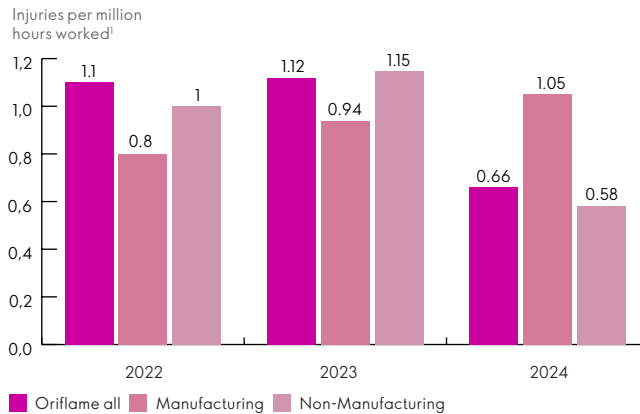
Oriflame is constantly striving to reduce the number of injuries related to our activities. During 2024, there were no fatalities as a result of work-related injury and no high-consequence work-related injury for employees and contractors or suppliers working on Oriflame premises or on behalf of Oriflame. In 2024, there was 1 work-related ill health case, and 4 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.

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



Lost-time injury frequency rate



¹ 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 or environmental resources. Therefore, Oriflame must guarantee that the human rights of its employees, as well as the people touched by our business activities, are respected under all circumstances and at all stages of our value chain. Forced labour, child labour and modern slavery are clearly and strictly prohibited within Oriflame.

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"> • Code of Conduct • Supplier Code of Conduct • Oriflame Responsible Sourcing Programme 	Full value chain	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 
Conduct a human rights risk assessment for all new markets as part of our due diligence process		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	<ul style="list-style-type: none"> • Human Rights risk assessment of new markets • Oriflame Responsible Sourcing Programme 	Oriflame's suppliers	

To better understand and reassess the potential human rights risks associated with our operations, we participated in the UN Global Compacts Business Accelerator Programme on Human Rights in 2023. The programme supported us in conducting an in-depth study where we reassessed 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. Additionally, as part of our due diligence process, we are committed to conduct a human rights risk assessment for all new markets. In 2024, we strengthened our assessment process and we completed our Human Rights Risk Assessment of the South African market.

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 partners. We comply with the letter and spirit of the law and strive to go above and beyond wherever we can and always do the right thing. At Oriflame, we have a zero-tolerance policy for any and all human rights violations, including any form of active or passive corruption, harassment and discrimination. Our Code of Conduct, issued in 2023, builds upon the International Labour Organization's eight conventions and is 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 content of the Code of Conduct is explained and available to all employees in a dedicated e-learning course. The Code of Conduct e-learning course was undertaken by 460 new and existing employees during 2024. Since 2018, our senior management, Directors and above, and people-managers submit an Annual Compliance Pledge. The Pledge is simultaneously a confirmation of individual compliance with and upholding of the rules and values of our Code of Conduct in the past year, and a commitment to continue to do so in the coming year. In 2024, our senior management, Directors and above, as well as middle management with people-manager responsibilities, submitted a Compliance Pledge (total: 527 employees).

Report a concern

We encourage employees to report concerns and to ask compliance-related questions. Oriflame employees, as well as other interested stakeholders (eg suppliers, Beauty Entrepreneurs, general public) can report concerns related to Oriflame's compliance with the applicable law and adequate business practices. Oriflame operates several reporting mechanisms since 2007, guaranteeing confidentiality and protection against retaliation to all persons reporting in good faith. Oriflame follows the requirements of the EU Directive 2019/1937 on the protection of persons who report breaches of Union law and has extended its principles to the entire Group via a Group Procedure. All allegations of breaches of the applicable regulation, of the Oriflame Code of Conduct, or of other relevant policies or standards are reviewed by the members of the Global Assurance Team. Substantiated cases are escalated to the Corporate

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

Committee (CEO, Deputy CEO and CFO). This committee requests investigations to be undertaken wherever necessary. In 2024, a total of 45 concerns were filed (+18% vs previous year). Out of these, 26 reports were pure commercial matters and not related to the Code of Conduct. Out of the remaining 19 cases, 16 have been closed and 3 are pending the investigation to be concluded. Statistics for 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 2024, there were less than five concerns reported by employees or members of the general public about discriminatory conduct. Consequently, there were no fines, penalties or compensation for damages resulting from these incidents. Therefore, the reconciliation of fines, penalties and compensation for work-related discrimination and harassment violations with the most relevant amounts presented in financial statements is zero.

This data is based solely on Group-level concern-reporting lines, which are available to all employees and non-employees and cover any type of incident. No data is available for concerns reported to local entities or work councils.

Furthermore, there were no severe human rights issues or incidents connected to our workforce, including cases of non-respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises. As a result, no fines, penalties or compensation for severe human rights issues and incidents were recorded, and the reconciliation of these amounts with the most relevant amounts presented in financial statements is also zero.

Responsible supply chain

Our [Supplier Code of Conduct](#) carries over our requirements to protect human rights to our external suppliers, including freedom of association at all stages of its value chain, forced labour, child labour and modern slavery. The Supplier Code of Conduct was updated in 2022 and is part of our standard terms of doing business with suppliers. Sourcing around 169 million

units from more than 40 global and regional suppliers in 2024, we strive to source as closely to our markets as possible through different regional sourcing initiatives, while maintaining legal requirements and increasing 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. In 2019, we started to develop a process for strengthening requirements and improving compliance for both direct suppliers and indirect suppliers. This work continued in 2024, with the aim of making sure that we manage our suppliers in high-risk countries, as well as planning how we will expand our assessment scope of our indirect suppliers.

Oriflame Responsible Sourcing Programme

To improve our sustainability performance across our whole value chain we have developed the Oriflame Responsible Sourcing Programme. The programme is for our direct suppliers and starts with our onboarding process and continues during the entire business relationship. It allows us to objectively assess our suppliers on a range of environmental and social sustainability criteria, including human rights, and specify our requirements for how suppliers are evaluated, scored and developed. The programme is outlined in the table on p.71.

By the end of 2024, 97% of our global direct (first tier) external spend suppliers were covered with a valid EcoVadis scorecard, which is above our target.

Additionally, in 2024, we expanded our EcoVadis coverage to include 62% of indirect suppliers of catalogue paper and 57% of indirect suppliers of cardboard-related products, based on external spend, all of whom are covered with valid EcoVadis scorecards. A scorecard is considered valid if the supplier scores 45 or higher, and the scorecard is valid for three years. In 2025, we will continue our efforts to increase our EcoVadis supplier coverage.

Sustainability audits

As the fourth step in the Responsible Sourcing Programme, sustainability audits are carried out to confirm compliance against the [Supplier Code of Conduct](#) and our minimum sustainability requirements. Our sustainability audits are prioritised based on risk assessment or EcoVadis score for high-risk direct suppliers. We conduct audits both for potentially new suppliers as well as regular audits for existing suppliers. The audits cover environmental and social impact, including human rights. The categories audited include Cosmetics, Nutritional, Packaging and Accessories suppliers. Suppliers are scored on a scale of A to E, with A being the best score. The score of C is required to pass the audit.

If a potential supplier receives a score of D or E, they must improve significantly via a corrective action plan to be awarded our business. If an existing supplier receives a score of D or E in an audit, they are most often willing to improve to amend non-conformances within a set amount of time (generally within three months). If an existing supplier would not improve to meet our standards, we would initiate an exit-plan discussion.

Each supplier’s current progress status is regularly

Oriflame Responsible Sourcing Programme for direct suppliers

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

reviewed by the Procurement Team and by the Global Quality and Sustainability Teams.

In order to receive a score of A, a supplier must have a compliance score higher than 95%. Due to these high standards, only one of the audited suppliers received a score of A in the past three years. The focus in the past years has been on working together with suppliers to reduce non-conformances and improve their sustainability performances. Additionally, all major non-conforming findings are reviewed again during a Supplier Management Review meeting.

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

Summary of audit findings

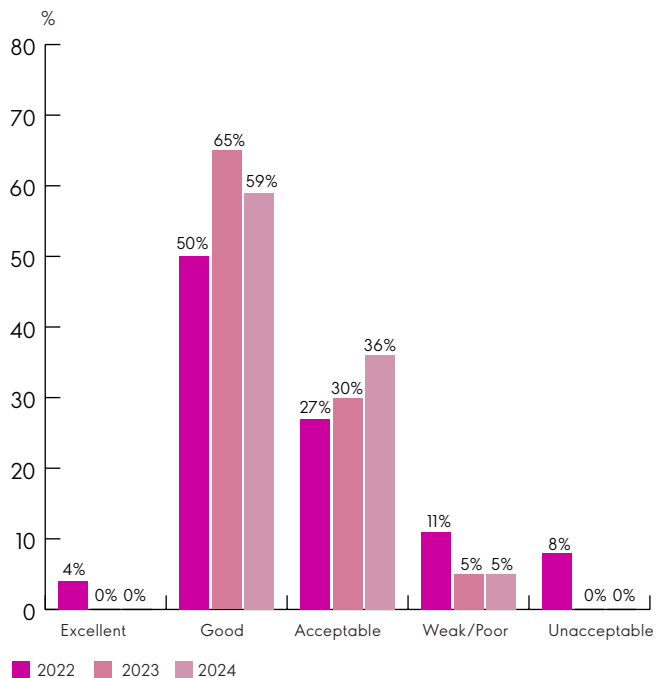
In the last three years, we have been collaborating with suppliers to improve the following three areas:

- Workplace safety (eg insufficient personal protection equipment, insufficient occupational health examination management, blocked emergency exits, inadequate policies on electrical safety).
- Condition of employment and work (eg exceeding working hours, inadequate benefits to contractual workers, including leaves and bonuses).

- Legal compliance (eg insufficient license, labour contract and personal information registration control, etc).

No zero-tolerance finding was recorded in any audit in 2024. No environmental findings of concern were recorded in the last three years. No other environmental findings of concern were recorded in the last three years. No business relationship with any suppliers was terminated due to human rights breaches or systematic cases of corruption and/or bribery.

Sustainability audit score results





Responsible Mica Initiative (RMI)

Mica is a mineral utilised across various industries, including automotive, electronic, construction and paint due to its diverse optical and functional properties. The reflective qualities of ground mica also 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.

However, mica mining is associated with significant 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 through child labour. To address these issues, Oriflame joined the Responsible Mica Initiative (RMI) in 2017 and have 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 will build 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"> In accordance with the provisions of the European Cosmetic Regulations (EC No 1223/2009) Safety and Technical Compliance Review Guidelines 	Downstream value chain: Consumer health and safety	3 GOOD HEALTH AND WELL-BEING 
We only use high-quality ingredients to ensure that we minimise the presence of any unintentionally added substances	<ul style="list-style-type: none"> Safety and Technical Compliance Review Guidelines 		
We avoid the use of carcinogenic, mutagenic or toxic to reproduction (CMR) substances in our products	<ul style="list-style-type: none"> Technical Requirements document for ingredients Safety and Technical Compliance Review Guidelines 		
All packaging for our nutritional and cosmetic products are 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"> Food contact material regulation 1935/2004/ECD 2023/2006/EC¹, 10/2011/EC², 2022/1616/EC³ Standard Operating procedures for packaging materials/process 		
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"> Prohibited and restricted list of ingredients of concern captured in our database Members of forums such as Cosmetics Europe actively research ingredients of potential concerns in the industry 		
We are committed to monitoring our adverse reactions per our cosmetovigilance requirements	<ul style="list-style-type: none"> In accordance with the provisions of the European Cosmetic Regulations (EC No 1223/2009) 		

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 spend time on research and keep 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. All our products ensure the safety of the intended user and we take extra measures to ensure the safety of children who use our products.

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 reviews each ingredient to ensure it meets 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 with robust and transparent data. We have created strict controls for our 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 applies 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 Accessories, while completing 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.

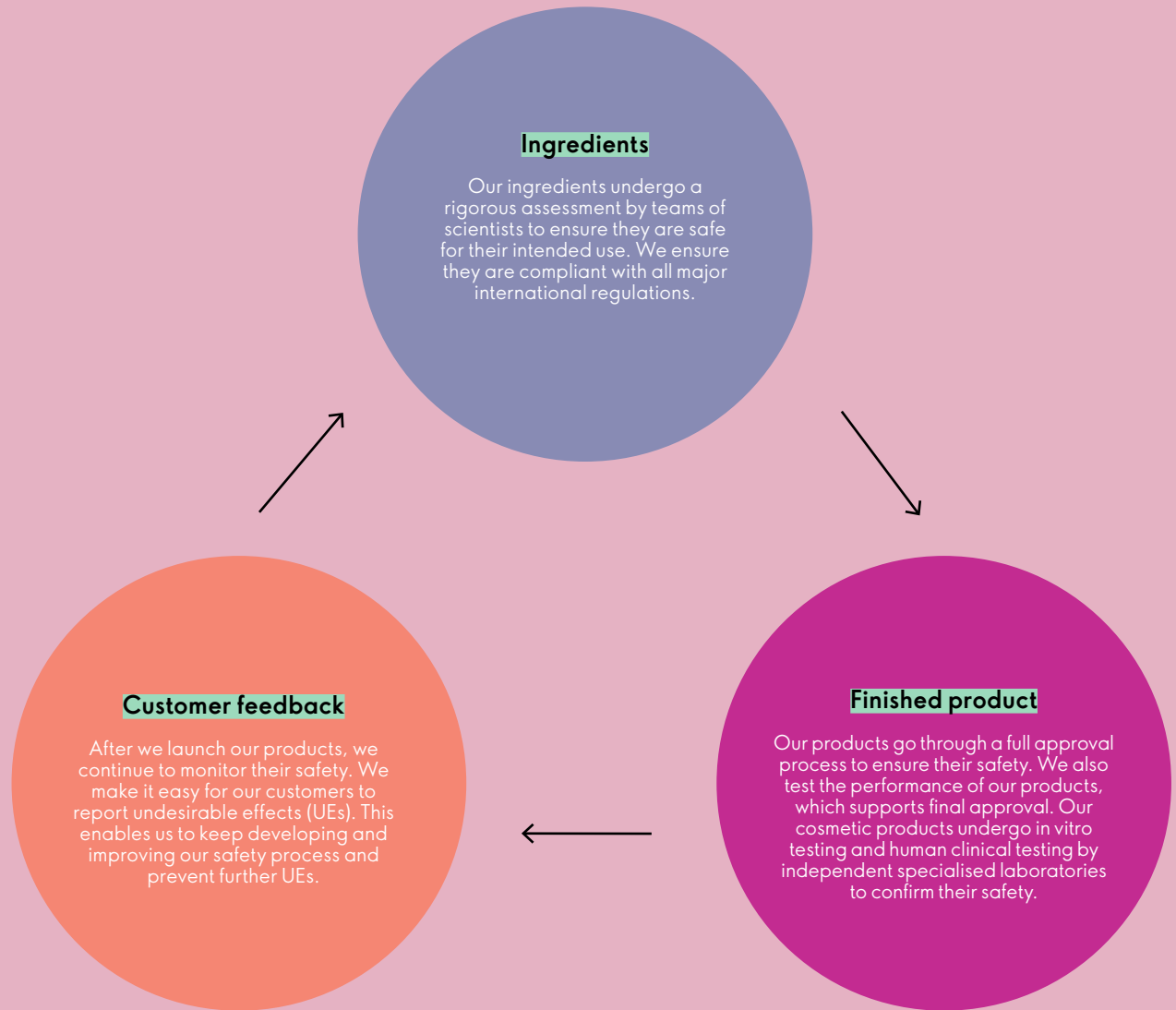


Post launch

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 confirmed positive results and our ability to quickly identify products potentially affected and confirmed procedures for product collection, contacting customers and preparing communications. In 2024, no recalls due to safety issues were reported. No fines or penalties due to non-compliance were reported.



The word "Appendix" is written in a white, bold, sans-serif font. It is centered within a dark red rectangular box. The background of the entire page is a close-up photograph of thick, white cream being spread across a surface, creating smooth, flowing ridges and valleys.

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		2022	2023	2024	Unit
Total employees		4,715	4,067	3,360	No. of persons ¹
Employees by employment contract	Permanent	4,299	3,728	3,106	No. of persons
	Temporary	416	339	254	No. of persons
Employees by employment type	Full-time	4,668	4,030	3,340	No. of persons
	Part-time	47	37	20	No. of persons
Employees by age group	<30 years	746	509	372	No. of persons
	30-39 years	1,898	1,542	1,236	No. of persons
	40-49 years	1,450	1,368	1,163	No. of persons
	50-59 years	544	583	534	No. of persons
	>59 years	44	65	55	No. of persons
Employees by geographic region	Latin America	407	355	262	No. of persons
	Europe	1,262	1,225	1,027	No. of persons
	CIS	1,071	775	630	No. of persons
	Asia	1,005	879	712	No. of persons
	Türkiye & Africa	398	301	246	No. of persons
	Corporate offices & GSOs	572	532	483	No. of persons
Employees by job position	Global Management Team ²	179	153	156	No. of persons
	Managing Directors	33	33	40	No. of persons
	Regional Directors	8	7	8	No. of persons

1. Average full-time equivalent

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



Employment		2022	2023	2024	Unit
Employees by job position	Group Leadership Team	10	10	10	No. of persons ¹
	Board of Directors ²	7	6	6	No. of persons
Total number of workers who are not employees		1,100 ³	N/A	300 ³	No. of persons
Employees with permanent contract by geographic region	Latin America	383	333	250	No. of persons
	Europe	1,122	1,166	955	No. of persons
	CIS	1,045	751	615	No. of persons
	Asia	816	722	588	No. of persons
	Türkiye & Africa	390	296	241	No. of persons
	Corporate offices & GSOs	543	504	457	No. of persons
Employees with temporary contract by geographic region	Latin America	24	22	13	No. of persons
	Europe	140	59	72	No. of persons
	CIS	26	24	17	No. of persons
	Asia	189	157	121	No. of persons
	Türkiye & Africa	8	5	5	No. of persons
	Corporate offices & GSOs	29	28	26	No. of persons
Employees working full-time by geographic region	Latin America	398	346	258	No. of persons
	Europe	1,246	1,209	1,022	No. of persons
	CIS	1,069	771	627	No. of persons
	Asia	1,006	879	713	No. of persons
	Türkiye & Africa	398	301	246	No. of persons
	Corporate offices & GSOs	551	518	474	No. of persons

1. Average full-time equivalent
2. Oriflame Holding Ltd.
3. Rounded to the nearest 100



Employment		2022	2023	2024	Unit
Employees working part-time by geographic region	Latin America	9	9	4	No. of persons ¹
	Europe	16	16	5	No. of persons
	CIS	2	4	3	No. of persons
	Asia	0	0	0	No. of persons
	Türkiye & Africa	0	0	0	No. of persons
	Corporate offices & GSOs	20	14	8	No. of persons
Global new employee hire rate ²		10	8	9	%
New employees hire rate by age group	<30 years	29	25	30	%
	30–39 years	9	8	10	%
	40–49 years	4	4	5	%
	50–59 years	4	5	4	%
	>59 years	4	0	6	%
New employees hire rate by geographic region	Latin America	13	9	8	%
	Europe	9	11	10	%
	CIS	13	6	11	%
	Asia	14	5	5	%
	Türkiye & Africa	7	9	14	%
	Corporate offices & GSOs	8	10	9	%

1. Average full-time equivalent

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



Employment		2022	2023	2024	Unit
Global turnover rate ¹		31	34	21	%
Turnover rate by age group	<30 years	51	64	41	%
	30-39 years	31	35	20	%
	40-49 years	24	25	17	%
	50-59 years	22	24	17	%
	>59 years	46	38	34	%
Turnover rate by geographic region	Latin America	27	34	33	%
	Europe	24	30	23	%
	CIS	42	47	23	%
	Asia	32	27	18	%
	Türkiye & Africa	35	48	27	%
	Corporate offices & GSOs	28	26	12	%
Global average tenure		8.2	9.3	9,7	Years
Global average age		39	40	41	Years
Employees covered by collective bargaining agreements		8	10	10	%

1. Turnover rate is defined as the ratio of employee leaves per total number of employees.



Training and education	2022	2023	2024	Unit
Active LinkedIn learning licenses	602	536	572 ¹	No. of licenses
Average LinkedIn learning training per learner	3.5	1.9	1.5 ¹	Hours per learner
Active Lynx Educate learners	N/A	N/A	302 ¹	No. of learners
Average Lynx training per learner	N/A	N/A	1.5 ¹	Hours per learner

Diversity and equal opportunity		2022	2023	2024	Unit
Total employees by gender	Female	58	60	59	%
	Male	42	40	41	%
Global Management Team ² by gender	Female	44	41	43	%
	Male	56	59	57	%
Managing Directors by gender	Female	38	47	38	%
	Male	62	53	62	%
Regional Directors by gender	Female	25	43	38	%
	Male	75	57	62	%
Group Leadership Team by gender	Female	40	60	50	%
	Male	60	40	50	%
Board of Directors ³ by gender	Female	29	33	33	%
	Male	71	67	67	%
Total employees by age group	<30 years	16	12	11	%
	30-39 years	40	38	37	%
	40-49 years	31	34	34	%
	50-59 years	12	14	16	%
	>59 years	1	2	2	%

1. Data covers January - June 2024

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

3. Oriflame Holding Ltd.



Diversity and equal opportunity		2022	2023	2024	Unit
Global Management Team ¹ by age group	<30 years	0	0	0	%
	30-39 years	8	10	10	%
	40-49 years	59	54	48	%
	50-59 years	31	33	39	%
	>59 years	2	3	3	%
Managing Directors by age group	<30 years	0	0	0	%
	30-39 years	10	19	18	%
	40-49 years	55	47	60	%
	50-59 years	31	29	17	%
	>59 years	4	5	5	%
Regional Directors by age group	<30 years	0	0	0	%
	30-39 years	0	0	12	%
	40-49 years	38	0	12	%
	50-59 years	62	100	76	%
	>59 years	0	0	0	%
Group Leadership Team by age group	<30 years	0	0	0	%
	30-39 years	0	10	0	%
	40-49 years	50	30	40	%
	50-59 years	50	50	60	%
	>59 years	0	10	0	%

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



Diversity and equal opportunity		2022	2023	2024	Unit
Board of Directors ¹ by age group	<30 years	0	0	0	%
	30-39 years	0	0	0	%
	40-49 years	14	17	17	%
	50-59 years	72	66	66	%
	>59 years	14	17	17	%
Employees with permanent contract by gender	Female	2,454	2,224	1,820	No. of persons ²
	Male	1,831	1,548	1,286	No. of persons
	Not specified or not known	14	0	0	No. of persons
Employees with temporary contract by gender	Female	270	194	166	No. of persons
	Male	145	101	88	No. of persons
	Not specified or not known	1	0	0	No. of persons
Employees working full-time by gender	Female	2,689	2,383	1,972	No. of persons
	Male	1,965	1,641	1,368	No. of persons
	Not specified or not known	14	0	0	No. of persons
Employees working part-time by gender	Female	36	34	15	No. of persons
	Male	11	9	5	No. of persons
	Not specified or not known	N/A	0	0	No. of persons
Total number of nationalities		70	66	69	No. of nationalities
Nationalities in the six Global Support Offices (GSOs)		41	39	42	No. of nationalities

1. Oriflame Holding Ltd.

2. Average full-time equivalent



Market presence	2022	2023	2024	Unit
Senior management at significant locations hired from the local community ¹	74	57	76	%

1. Senior management is defined as the Global Management Team. Significant location is defined as Oriflame entities with more than 100 employees. Local is defined as being from the same country as the assessed Oriflame entity.

Labour management	2022	2023	2024	Unit
Global average minimum notice periods regarding operational changes	5	5	5	Weeks

Occupational health and safety		2022	2023	2024	Unit
Lost-time work-related injuries	Oriflame all	9	8	4	No. of injuries
	Manufacturing	1	1	1	No. of injuries
	Non-manufacturing	8	7	3	No. of injuries
	Contractors/suppliers working on Oriflame premises or on behalf of Oriflame	0	0	5	No. of injuries
Hours worked	Oriflame all	8,434,253	7,125,765	6,103,880	No. of hours
	Manufacturing	1,328,864	1,058,802	948,545	No. of hours
	Non-manufacturing	7,105,390	6,066,963	5,155,334	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 ²	Oriflame all	2.7	2.33	2.1	%

2. Number of days of absence per number of 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

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 small quantity of precious metals and stones, primarily for recognition and rewards for our Beauty Entrepreneurs and employees.

In 2024, we made the decision to stop procuring the corporate items for employees, and sourced only for our top 15 Beauty Entrepreneurs globally. Consequently, we only sourced minimal volumes of precious minerals, namely 3.276 ct of non-conflict diamond and 162g of non-conflict gold in 2024. We secured non-conflict source statements from our supplier. 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 but also to enhance performance and texture. Additionally, mica may be present in very small amounts in some of our (pearlescent) packaging. 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. In addition, we are focused on sourcing mica from regulated or synthetic sources where technically feasible to reduce our use of unregulated Indian mica, which we only use where there are no reasonable alternatives. 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



List of potential or actual negative or positive impacts raised	Raised by stakeholder group
Human rights	Employees, Investors, Society, Suppliers
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

2024 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	Water management	(1) Total water withdrawn	Water pp.43-46
CG-HP-250a.1	Product environmental, health, and safety performance	Revenue from products that contain substances of very high concern (SVHC)	Formulations pp.47-51
CG-HP-250a.3	Product environmental, health, and safety performance	Discussion of process to identify and manage emerging materials and chemicals of concern	Formulations pp.47-51
CG-HP-410a.1	Packaging lifecycle management	(1) Total weight of packaging, (2) Percentage made from recycled or renewable materials, and (3) percentage that is recyclable, reusable or compostable	Packaging & waste pp.52-58
CG-HP-410a.2	Packaging lifecycle management	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Packaging & waste pp.52-58
CG-HP-430a.1	Environmental and social impacts of palm oil supply chain	Amount of palm oil sourced, percentage certified through RSPO™ supply chains as (a) Identity Preserved, (b) Segregated, (c) Mass Balance, or (d) Book & Claim	Forest pp.39-42

Activity metrics

Code	Accounting metric	Location
CG-HP-000.B	Number of manufacturing facilities	This is Oriflame pp.7-9



TCFD Index

Governance	Strategy	Risk Management	Metrics and Targets
<p>A) The board's oversight of climate related risks and opportunities</p> <p>Governance p.13</p> <p>CDP; 4.1.2</p>	<p>A) The climate-related risks and opportunities the organisation has identified over the short, medium and long term:</p> <p>Climate scenarios p.35</p> <p>CDP; 2.1, 3.1, 3.1.1, 3.6, 3.6.1, 5.1</p>	<p>A) The organisation's processes for identifying and assessing climate-related risks.</p> <p>Climate scenarios p.35 Sustainability risks p.14 2022 Sustainability Report pp.100-102</p> <p>CDP; 2.1, 2.2.1, 2.2.2, 2.2.5, 2.2.6, 2.2.8, 2.2.9</p>	<p>A) The metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.</p> <p>Targets & results pp.16-17</p> <p>CDP; 7.52, 7.54, 7.54.1, 7.54.2</p>
<p>B) Management's role in assessing and managing risks and opportunities</p> <p>Governance p.13</p> <p>CDP; 4.3</p>	<p>B) The impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.</p> <p>Climate scenarios p.35</p> <p>CDP; 3.1.1, 3.6.1, 5.1.2, 5.2, 5.3.1, 5.3.2, 5.14, 5.14.1</p>	<p>B) The organisation's processes for managing climate-related risks.</p> <p>Climate scenarios p.35 Sustainability risks p.14</p> <p>CDP; 2.1, 2.2.1, 2.2.8, 2.2.9</p>	<p>B) Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.</p> <p>Targets & results pp.16-17 Climate pp.31-38</p> <p>CDP; 7.6, 7.7, 7.8, 7.8.1, 12.1, 12.1.1, 12.1.3, 12.3</p>
	<p>C) The resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2c or lower scenario.</p> <p>2022 Sustainability Report pp.100-102</p> <p>CDP; 5.1, 5.1.1, 5.1.2</p>	<p>C) How processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.</p> <p>Governance p.13 Sustainability risks p.14</p> <p>CDP; 2.1, 2.2.1</p>	<p>C) The targets used by the organisation to manage climate-related risks and opportunities and performance against targets.</p> <p>Targets & results pp.16-17</p> <p>CDP; 7.53, 7.53.1, 7.53.2, 7.53.4, 7.54, 7.54.1, 7.54.2</p>



GRI Index

General disclosures					
GRI Standard	Disclosure	Location	Omission		
			Requirement(s) omitted	Reason	Comments
GRI 2: General Disclosures (2021)	2-1 Organisational details	About this report p.103 This is Oriflame pp.7-9 2024 Annual Report			
	2-2 Entities included in the organisation’s sustainability reporting	About this report p.103			
	2-3 Reporting period, frequency and contact point	About this report p.103			
	2-4 Restatements of information	Targets & results pp.16-17 Respect for Nature p. 38, 42, 46, 51, 58 About this report p.103			
	2-5 External assurance	About this report p.103			
	2-6 Activities, value chain and other business relationships	This is Oriflame pp.7-9 2024 Annual Report Human rights pp.68-73			
	2-7 Employees	People & culture pp.60-67 Social key figures pp.78-85 2024 Annual Report	b.iii	Information unavailable	Data unavailable
	2-8 Workers who are not employees	Social key figures pp.78-85			
	2-9 Governance structure and composition	2024 Annual Report Governance p.13	c. vi., vii., viii.	Not applicable	As a consequence of the delisting in 2019, the data is not applicable to Oriflame.



General disclosures

GRI 2: General Disclosures (2021)	2-10 Nomination and selection of the highest governance body	2024 Annual Report	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	2024 Annual Report			
	2-12 Role of the highest governance body in overseeing the management of impacts	2024 Annual Report Governance p.13			
	2-13 Delegation of responsibility for managing impacts	Governance p.13			
	2-14 Role of the highest governance body in sustainability reporting	Governance p.13 About this report p.103			
	2-15 Conflicts of interest	2024 Annual Report			
	2-16 Communication of critical concerns	2024 Annual Report Human rights pp.68-73			
	2-17 Collective knowledge of the highest governance body	Governance p.13			
	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	2024 Annual Report	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

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	CEO Statement p.5-6			
	2-23 Policy commitments	Human rights pp.68-73 Corporate website			
	2-24 Embedding policy commitments	Human rights pp.68-73 2024 Annual Report			
	2-25 Processes to remediate negative impacts	Sustainability strategy p.12 Human rights pp.68-73	e.	Information incomplete	Information incomplete
	2-26 Mechanisms for seeking advice	Report a legal breach or misconduct Human rights pp.68-73			
	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	Partnerships & industry collaborations pp. 10-11 Sustainability strategy p.12			
	2-29 Approach to stakeholder engagement	Sustainability strategy p.12			
	2-30 Collective bargaining agreements	Social key figures pp. 75-83	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	Sustainability strategy p.12			
	3-2 List of material topics	Sustainability strategy p.12 Listed impacts pp. 88-89			
Economic Standards					
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
Economic performance					
GRI 3: Material topics (2021)	3-3 Management of material topics	2024 Annual Report			
GRI 201: Economic performance (2016)	201-1 Direct economic value generated and distributed	2024 Annual Report			
	201-2 Financial implications and other risks and opportunities due to climate change	Sustainability risks p.14 Climate scenarios p.35 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
Market presence					
GRI 3: Material topics (2021)	3-3 Management of material topics	People & culture pp.60-67			



Economic Standards

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	Social key figures pp.78-85			

Anti-corruption

GRI 3: Material topics (2021)	3-3 Management of material topics	Human rights pp.68-73			
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	Human rights pp.68-73			
	205-3 Confirmed incidents of corruptions and actions taken	Sustainability risks p.14			

Environmental Standards

GRI Standard	Disclosure	Location	Requirement(s) omitted	Omission	
				Reason	Comments
Materials					
GRI 3: Material topics (2021)	3-3 Management of material topics	Packaging & waste pp.52-58 Targets & results pp.16-17			
GRI 301: Materials (2016)	301-1 Materials used by weight or volume	Forest pp.39-42			
	301-2 Recycled input materials used	Packaging & waste pp.52-58			
	301-3 Reclaimed products and their packaging materials	Packaging & waste pp.52-58	a., b.	Information incomplete	Data presented in weight and absolute numbers



Environmental Standards					
			Omission		
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
Energy					
GRI 3: Material topics (2021)	3-3 Management of material topics	Climate pp.31-38 Targets & results pp.16-17			
GRI 302: Energy (2016)	302-1 Energy consumption within the organisation	Climate pp.31-38			
	302-2 Energy consumption outside of the organisation	Climate pp.31-38			
	302-3 Energy intensity	Climate pp.31-38			
	303-4 Reduction of energy consumption	Climate pp.31-38			
	302-5 Reductions in energy requirements of products and services		a., b., c.	Not applicable	Not material
Water and effluents					
GRI 3: Material topics (2021)	3-3 Management of material topics	Water pp.43-46 Targets & results pp.16-17			
GRI 303: Water and effluents (2018)	303-1 Interactions with water as a shared resource	Water pp.43-46			
	303-2 Management of water discharge-related impacts	Water pp.43-46			
	303-3 Water withdrawal	Water pp.43-46			
	303-4 Water discharge	Water pp.43-46			
	303-5 Water consumption		a., b., c., d.	Information incomplete	Data for all markets is not available



Environmental Standards					
GRI Standard	Disclosure	Location	Requirement(s) omitted	Omission	
				Reason	Comments
Emissions					
GRI 3: Material topics (2021)	3-3 Management of material topics	Climate pp.31-38 Targets & results pp.16-17			
GRI 305: Emissions (2016)	305-1 Direct (Scope 1) GHG emissions	Climate pp.31-38			
	305-2 Energy indirect (Scope 2) GHG emissions	Climate pp.31-38			
	305-3 Other indirect (Scope 3) GHG emissions	Climate pp.31-38			
	305-4 GHG emissions intensity	Climate pp.31-38			
	305-5 Reduction of GHG emissions	Climate pp.31-38			
	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
Waste					
GRI 3: Material topics (2021)	3-3 Management of material topics	Packaging & waste pp.52-58 Targets & results pp.16-17			
GRI 306: Waste (2020)	306-1 Waste generation and significant waste-related impacts	Packaging & waste pp.52-58			
	306-2 Management of significant waste-related impacts	Packaging & waste pp.52-58			
	306-3 Waste generated	Packaging & waste pp.52-58			
	306-4 Waste diverted from disposal	Packaging & waste pp.52-58			
	306-5 Waste directed to disposal	Packaging & waste pp.52-58			



Environmental Standards

			Omission		
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
Supplier Environmental Assessment					
GRI 3: Material topics (2021)	3-3 Management of material topics	Human rights pp.68-73			
GRI 308: Supplier Environmental Assessment (2016)	308-1 New suppliers that were screened using environmental criteria	Human rights pp.68-73			
	308-2 Negative environmental impacts in the supply chain and actions taken	Human rights pp.68-73 Listed impacts pp.88-89	a.	Confidentiality constraints	Absolute numbers are not disclosed

Social Standards

			Omission		
GRI Standard	Disclosure	Location	Requirement(s) omitted	Reason	Comments
Employment					
GRI 3: Material topics (2021)	3-3 Management of material topics	People & culture pp.60-67 Social key figures pp.78-85			
GRI 401: Employment (2016)	401-1 New employee hires and employee turnover	Social key figures pp.78-85			
	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
Labour/management relations					
GRI 3: Material topics (2021)	3-3 Management of material topics	People & culture pp.60-67			
GRI 402: Labour/management relations (2016)	402-1 Minimum notice periods regarding operational changes	Social key figures pp.78-85			
Occupational health and safety					
GRI 3: Material topics (2021)	3-3 Management of material topics	People & culture pp.60-67 Social key figures pp.78-85			
GRI 403: Occupational health and safety (2018)	403-1 Occupational health and safety management system	People & culture pp.60-67			
	403-2 Hazard identification, risk assessment, and incident investigation	People & culture pp.60-67			
	403-3 Occupational health services	People & culture pp.60-67			
	403-4 Worker participation, consultation, and communication on occupational health and safety	People & culture pp.60-67			
	403-5 Worker training on occupational health and safety	People & culture pp.60-67			
	403-6 Promotion of worker health	People & culture pp.60-67			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	People & culture pp.60-67			



Social Standards					
GRI Standard	Disclosure	Location	Requirement(s) omitted	Omission	
				Reason	Comments
GRI 403: Occupational health and safety (2018)	403-8 Workers covered by an occupational health and safety management system	People & culture pp.60-67	a.ii., iii., b., c.	Information incomplete	Data for all markets is not available
	403-9 Work-related injuries	People & culture pp.60-67 Social key figures pp.78-85			
	403-10 Work-related ill health	People & culture pp.60-67 Social key figures pp.78-85			
Training and education					
GRI 3: Material topics (2021)	3-3 Management of material topics	People & culture pp.60-67			
GRI 404: Training and education (2016)	404-1 Average hours of training per year per employee	Social key figures pp.78-85			
	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
Diversity and equal opportunity					
GRI 3: Material topics (2021)	3-3 Management of material topics	People & culture pp.60-67 Targets & results pp.16-17			
GRI 405: Diversity and equal opportunity (2016)	405-1 Diversity of governance bodies and employees	People & culture pp.60-67 Social key figures pp.78-85			
	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
Child labour					
GRI 3: Material topics (2021)	3-3 Management of material topics	Human rights pp.68-73			
GRI 408: Child labour (2016)	408-1 Operations and suppliers at significant risk for incidents of child labour	Human rights pp.68-73			
Forced or compulsory labour					
GRI 3: Material topics (2021)	3-3 Management of material topics	Human rights pp.68-73			
GRI 409: Forced or compulsory labour (2016)	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Human rights pp.68-73			
Supplier social assessment					
GRI 3: Material topics (2021)	3-3 Management of material topics	Human rights pp.68-73			
GRI 414: Supplier Social Assessment (2016)	414-1 New suppliers that were screened using social criteria	Human rights pp.68-73			
	414-2 Negative social impacts in the supply chain and actions taken	Human rights pp.68-73 Listed impacts pp.88-89	a.	Confidentiality constraints	Absolute numbers are not disclosed
Customer health and safety					
GRI 3: Material topics (2021)	3-3 Management of material topics	Consumer safety pp.74-76 Targets & results pp.16-17			
GRI 416: Customer health and safety (2016)	416-1 Assessment of the health and safety impacts of product and service categories	Consumer safety pp.74-76			
	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

Oriflame has a strategy for becoming a more sustainable company which includes communicating openly on our commitments and progress. During recent years, we have gradually increased all our reporting as an organisation and published our first separate Sustainability Report in 2014.

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, 2024 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, on April 24, 2025, 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 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 2024.

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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