

Quarterly Figures

| Financial summary | Q1'14 ¹ | Q2'14 ² | Q3'14 | Q4'14 ³ | Q1'15 | Q2'15 ⁴ | Q3'15 | Q4'15 ⁵ |
|---------------------------------------|--------------------|--------------------|-------|--------------------|-------|--------------------|-------|--------------------|
| Sales, €m | 327.2 | 310.4 | 274.5 | 353.7 | 307.8 | 301.0 | 263.2 | 339.5 |
| Gross margin, % | 68.5 | 70.9 | 69.0 | 65.9 | 67.8 | 70.7 | 67.6 | 70.3 |
| EBITDA, €m | 29.4 | 32.8 | 26.3 | 34.4 | 23.0 | 29.6 | 25.1 | 39.7 |
| Adj. operating profit, €m | 23.1 | 25.3 | 19.7 | 29.8 | 17.2 | 25.0 | 19.1 | 38.9 |
| Adj. operating margin, % | 7.0 | 8.1 | 7.2 | 8.4 | 5.6 | 8.3 | 7.3 | 11.5 |
| Adj. net profit before income tax, €m | 18.6 | 19.5 | 16.8 | 22.3 | 17.0 | 19.0 | 9.8 | 31.0 |
| Adj. net profit, €m | 12.0 | 12.1 | 11.8 | 11.1 | 11.2 | 11.9 | 4.9 | 15.2 |
| Adj. EPS, diluted € | 0.22 | 0.22 | 0.21 | 0.20 | 0.20 | 0.21 | 0.09 | 0.27 |
| Cash flow from op. activities, €m | 16.9 | 12.0 | (4.9) | 66.0 | 24.1 | 25.3 | 4.1 | 68.8 |
| Net interest-bearing debt, €m | 270.4 | 284.2 | 317.5 | 245.4 | 264.7 | 226.8 | 231.3 | 171.6 |
| Active consultants, '000 | 3,481 | 3,224 | 2,948 | 3,473 | 3,429 | 3,023 | 2,796 | 3,246 |

| Sales, €m | Q1'14 | Q2'14 | Q3'14 | Q4'14 | Q1'15 | Q2'15 | Q3'15 | Q4'15 |
|------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| CIS | 154.9 | 132.7 | 112.7 | 149.1 | 108.4 | 97.4 | 77.2 | 104.0 |
| Europe & Africa | 86.7 | 82.1 | 69.7 | 94.3 | 81.7 | 79.0 | 71.3 | 97.0 |
| Latin America | 26.5 | 31.1 | 32.6 | 32.5 | 30.4 | 35.7 | 35.3 | 35.6 |
| Asia & Turkey | 56.8 | 62.8 | 57.8 | 76.3 | 84.2 | 87.1 | 77.2 | 100.4 |
| Manufacturing | 0.8 | 0.2 | 0.3 | 0.1 | 1.5 | 0.3 | 0.6 | 0.7 |
| Other | 1.5 | 1.5 | 1.4 | 1.4 | 1.6 | 1.5 | 1.6 | 1.8 |
| Oriflame | 327.2 | 310.4 | 274.5 | 353.7 | 307.8 | 301.0 | 263.2 | 339.5 |

| Adj. operating Profit, €m | Q1'14 | Q2'14 | Q3'14 | Q4'14 | Q1'15 | Q2'15 | Q3'15 | Q4'15 |
|----------------------------------|-------------------------|-------------------------|-------------|-------------------------|-------------|-------------------------|-------------|-------------------------|
| CIS | 22.2 | 12.6 | 13.9 | 18.3 | 12.6 | 6.9 | 7.1 | 8.9 |
| Europe & Africa | 11.0 | 11.4 | 7.3 | 15.5 | 11.7 | 11.7 | 11.0 | 15.2 |
| Latin America | 2.6 | 4.2 | 4.6 | 3.4 | 1.8 | 4.1 | 5.0 | 5.1 |
| Asia & Turkey | 5.0 | 7.7 | 6.2 | 11.6 | 8.5 | 15.1 | 10.7 | 19.8 |
| Manufacturing | 1.5 | (0.6) | (0.0) | (2.1) | 0.7 | 0.4 | 2.7 | 2.3 |
| Other | (19.2) | (10.0) | (12.3) | (16.9) | (18.1) | (13.3) | (17.4) | (12.4) |
| Oriflame | 23.1¹ | 25.3² | 19.7 | 29.8³ | 17.2 | 25.0⁴ | 19.1 | 38.9⁵ |

| Active consultants, '000 | Q1'14 | Q2'14 | Q3'14 | Q4'14 | Q1'15 | Q2'15 | Q3'15 | Q4'15 |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| CIS | 1,637 | 1,477 | 1,315 | 1,626 | 1,531 | 1,243 | 1,075 | 1,281 |
| Europe & Africa | 804 | 758 | 663 | 789 | 797 | 735 | 663 | 774 |
| Latin America | 213 | 233 | 237 | 231 | 227 | 228 | 268 | 263 |
| Asia & Turkey | 827 | 756 | 733 | 827 | 874 | 817 | 790 | 928 |
| Oriflame | 3,481 | 3,224 | 2,948 | 3,473 | 3,429 | 3,023 | 2,796 | 3,246 |

| Adj. operating Margin, % | Q1'14 | Q2'14 | Q3'14 | Q4'14 | Q1'15 | Q2'15 | Q3'15 | Q4'15 |
|---------------------------------|------------------------|------------------------|------------|------------------------|------------|------------------------|------------|-------------------------|
| CIS | 14.3 | 9.5 | 12.3 | 12.3 | 11.6 | 7.1 | 9.2 | 8.6 |
| Europe & Africa | 12.7 | 13.9 | 10.5 | 16.5 | 14.3 | 14.8 | 15.4 | 15.7 |
| Latin America | 9.8 | 13.4 | 14.0 | 10.3 | 6.0 | 11.4 | 14.1 | 14.3 |
| Asia & Turkey | 8.8 | 12.2 | 10.7 | 15.2 | 10.1 | 17.3 | 13.8 | 19.8 |
| Oriflame | 7.0¹ | 8.1² | 7.2 | 8.4³ | 5.6 | 8.3⁴ | 7.3 | 11.5⁵ |

¹ Adjusted for non-recurring items of €0.4m

² Adjusted for non-recurring items of €1.3m

³ Adjusted for non-recurring items of €1.3m

⁴ Adjusted for non-recurring items of €3.2m

⁵ Adjusted for non-recurring items of €9.6m