

1. Poland

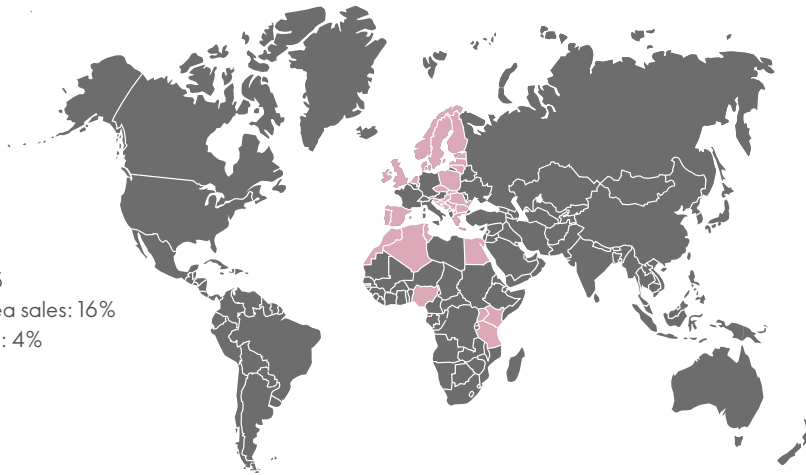
Sales 2017 (€m): 51.5

Share of business area sales: 16%

Share of Group sales: 4%

2. Romania

3. Morocco



Sales



Operating profit



Registered actives

Europe & Africa

Algeria, Bosnia, Bulgaria, Croatia, Czech Republic, Denmark, Egypt, Estonia, Finland, Greece, Holland, Hungary, Kenya, Kosovo, Latvia, Lithuania, Macedonia, Montenegro, Morocco, Nigeria, Norway, Poland, Portugal, Romania, Tanzania, Tunisia, Serbia, Slovakia, Slovenia, Spain, Sweden, Uganda, UK/Ireland

2017 development in brief

- Local currency sales increased by 4% and Euro sales decreased by 1%
- Registered actives decreased by 4% to 0.8 million Oriflame Consultants
- The operating margin was 13.9% (15.2%)

Stable sales development in Central Europe, with healthy development in the main markets of Poland and Romania. Western Europe displayed a weaker performance as a result of poor leadership development. The solid underlying growth in Africa was driven by Egypt and Nigeria, although the region continued to be impacted by macroeconomic and exchange rate challenges.

Operations

Production

- WARSAW (POLAND) – Global factory supplying all regions. Skin Care, Body Care/Toiletries, Colour Cosmetics (Colour emulsions) and Toothpaste.

Group Distribution Centres

- WARSAW (POLAND) – Serving 11 markets
- BUDAPEST (HUNGARY) – Serving 12 markets

Offices

Regional Office in Warsaw (Poland).

Catalogue creation and printing

Central European and African catalogue created in Poland, Western European catalogue created in Sweden. Central European markets printed in Poland and Western European markets in Ukraine. The majority of the African markets are printed locally in each market.