



Sales



Operating profit



Registered actives

## 1. Russia

Sales 2017 (€m): 241.5

Share of business area sales: 68%

Share of Group sales: 18%

## 2. Ukraine

## 3. Kazakhstan

# CIS

Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Mongolia, Russia, Ukraine

## 2017 development in brief

- Local currency sales rose by 2% and Euro sales increased by 10%
- Registered actives decreased by 7% to 0.9 million Oriflame Consultants
- The operating margin was 12.7% (9.8%)

Online activity and leadership development remained high in the region. Russia returned to growth during the year, supported by high productivity levels. The situation in Ukraine and Kazakhstan improved during the second half of the year, although the countries were continuously impacted by macroeconomic challenges.

## Operations

### Production

- NOGINSK (RUSSIA) – Global factory supplying all regions. Shampoos, deodorants, liquid soaps, lipsticks and lip glosses, other cosmetics products.

### Group Distribution Centres

- KIEV (UKRAINE) – Serving the Ukrainian market.
- NOGINSK (RUSSIA) – Serving primarily the Russian and Belarusian markets.

### Offices

Regional Office in Moscow (Russia).

### Catalogue creation and printing

CIS catalogue created in Russia. Russia and CIS markets printed in Ukraine.