



Reach your highest potential

ORIFLAME SUCCESS PLAN

The statements and examples presented in this document are for illustration purposes only. Oriflame does not make any guarantees regarding earnings. Actual financial results may vary between Independent Oriflame Brand Partners and will be influenced by such factors as each Brand Partner's skills, business experience, individual capacity, effort and time invested.

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ORIFLAME
— S W E D E N —



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A reference section with a glossary of terms, easy overviews, tools and trainings, codes of conduct, online policy and other helpful information.

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Congratulations

– you've become a Manager and started to build your business with Oriflame.

You are part of a very special global community, and I would like to personally congratulate and thank you for all the work you've done to grow this far.

As a company, we have a unique view on beauty that comes from our Swedish heritage. For us, beauty is not only about how you look, it's about how you live and feel. Being healthy, enjoying beautiful skin, expressing yourself and having fun are all part of Oriflame's way of life. And naturally, all part of the way we do business.

What you're holding in your hand is the guide to the Oriflame Success Plan – your Success Plan. It has most of what you need to know to succeed in your role as Manager, build a strong business and reach new heights – as far as you want to go. It's up to you. On your journey with Oriflame, you will experience the benefits of the Success Plan from the very beginning. And the more you grow your business and reach new titles, the more benefits you and your family will enjoy.

Remember, we'll always be here to support and celebrate your achievements with you. Let's take this journey to success together and enjoy every step of the way!

Magnus Brännström

Magnus Brännström
Chief Executive Officer (CEO)
and President of Oriflame

"A hunger to create my own identity rather than being named after my father or husband is what brought me to Oriflame. No other job or business could have given me this identity and a monthly income of 4 lakhs"

Leela Boominathan
Senior Diamond Director, Chennai



"I joined Oriflame to roam around the world for free, earn unlimited income and live my life on my own terms."

Vinali Matlani
Gold Director, Ahmedabad



**Why did you
join Oriflame?**



"Though I joined Oriflame for a better work-life balance where I can be financially independent and spend time with family too, the opportunity gave me a vision to bring a change in the lives of other women. Today, me along with my Rising Queens, are on a purpose to empower other women and help them live a life of their dreams."

Priyanka Bhatia
Senior Diamond Director



"I joined as a student to earn some extra money. I never expected to find a business partner for life."

Katarzyna Hołodowska
Senior Gold Director, Poland

CHAPTER 1

Our story

We are passionate about beauty, our business, and most importantly, about our people – people like you, who start their own business, change their lives and follow their dreams!

Beauty by Sweden

Because we're from Sweden we have a different view on beauty. For us, it's not only how you look, but how you live, feel and act. It's a way of life; to be healthy, enjoy beautiful skin, express yourself and realise your aspirations. It's about being confident in who you are and finding balance in life.

...is having a healthy lifestyle

When you feel good, it shows. We think good nutrition and an active, social life are key to feeling good. That's why we create wellness products that deliver on their promise. We also think that by making small lifestyle changes every day, everyone can make a change for the better.

...means beautiful skin

Healthy, radiant, glowing skin is something we think everyone should be able to achieve. So, we research and take the best from nature, and power it with innovative science to create safe and effective skin care ranges for every skin type needed.

...is your personal expression

We celebrate your individual beauty and want to help you express yourself the way you want. That's why our products follow the latest trends and are made to fit every style and wallet. Because true beauty should never be owned, only shared and cherished.





OVER
30 Lakhs

Brand Partners in over 60 countries
share, promote and sell
Oriflame beauty and wellness
products worldwide



#1

social-selling beauty
company from Europe



FOUNDED
1967

in Sweden by the af Jochnick brothers,
we have over 50 years in the
beauty social-selling business



OVER
100

scientists in research and
development, developing
innovative products



A beauty company unlike any other

**From a small office in central Stockholm
to our position as a global beauty
company present in over 60 markets,
Oriflame's social-selling business model
has gone from strength to strength and
is today the largest European beauty
company selling direct.**

It all started in 1967 when two brothers, Jonas and Robert af Jochnick, together with a friend, Bengt Hellsten, started a company making high quality beauty products inspired by Swedish nature, available and affordable to everyone. Robert and Jonas af Jochnick had a love and respect for nature that became part of our heritage from day one – we were one of the first social-selling beauty companies to develop products with ingredients sourced directly from nature.

Today, we continue to use plant extracts with the latest scientific research, creating safe products with eco-ethically screened ingredients. As a company, we are deeply committed to sustainability and to reducing our environmental footprint.

The very nature of social-selling is built upon the power of personal relationships and recommendations. We believe in sharing earnings with the people who recommend us, and have over 50 years of experience in empowering people from all over the world to fulfil their dreams and build their own business.

Togetherness, Spirit and Passion

From the very beginning, the Oriflame global community has been all about our core values of Togetherness, Spirit and Passion. We believe that people who work together and share the same goals achieve greater results. Our community is made up of people with a can-do spirit and a passionate desire to make a difference, both in their own lives and for others.

Together we can make a difference

We value our social responsibility in our business practices and towards our consumers, Brand Partners and suppliers. We also believe in extending our social responsibility beyond our immediate network, and that by supporting those children and young women who are most vulnerable, we can give them the chance to turn their dreams into reality

We have always believed in empowering children through education, such that, they can turn their dreams into reality. Oriflame's association with Deepalya dates back to 2006.

We believe in taking the responsibility of leaving a positive impact on the society and making the world a better space for our children. Till now, Oriflame has sponsored the education of more than 7000 girls.

In addition to this Oriflame has helped Deepalya to construct a 3-storeys school building, in Nuh, one of the most backward districts of Haryana. The school will support in providing education to over 3000 children in the coming years. We continue to strengthen our commitment in this area to ensure a better future for our children.



Make money today and fulfil your dreams tomorrow

We believe that starting your own business should be affordable and accessible to everyone. Our business opportunity offers you low-risk entrepreneurship and more. You can start your own business, enjoy earning money from day one and become part of our global community.

You decide on how to combine your beauty business with your life and you choose whether you want to build a part-time or full-time business, and we will support you with the tools and training you need to succeed!



Innovative products

Because we're from Sweden, we believe in responsible beauty, and in **safe and effective products** – inspired by nature and powered by science.

We work with **innovative techniques** to produce a wide assortment of high quality targeted beauty and wellness products, no matter what your purse size or personal style. All our products are beautifully presented in our **attractive print & digital catalogues as well as online.**

Training

Because we are from Sweden, we believe training should be accessible to everyone, so you can develop professionally and personally. With **Oriflame Academy** you can keep learning about beauty, wellness and business leadership, both digitally and in the classroom.

Incentive programmes

Kick-start your business and keep your network active with the support of our **incentive programmes** and **exciting rewards.**



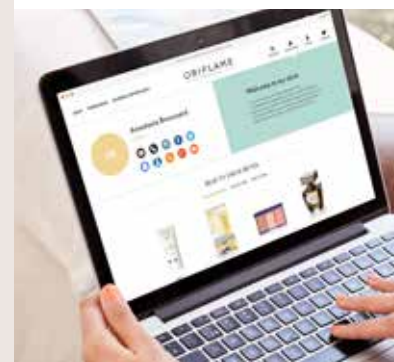
The Oriflame apps

1. Oriflame app
2. Business app
3. Skin Expert app
4. Makeup Wizard app

Digital tools

We provide you with your own mobile office, so you can **run your business from your smartphone** and work from anywhere. Use our digital apps, including the **Oriflame App** and **Business App**, to manage and track your business growth. Our **skincare and makeup apps** will help you give professional beauty consultations, increase your credibility with customers and maximise your sales!

As an Independent Oriflame Brand Partner, manage your own Business online and offline. Together with the apps, this is a great way to integrate the print catalogue with an online sales platform.





See the world with us

As you develop your business, you may qualify for international travel and get the opportunity to attend an **Oriflame conference**. This is a great opportunity to travel with Oriflame to amazing destinations, stay in premium accommodation, and experience unique activities.

Connect with like-minded Leaders from all corners of the world, and celebrate yours and other Leaders' achievements. Make new friends and share stories that will inspire you to take your business to even greater heights!

Be part of our global community

As a Leader, you are a key player in our global beauty community – we are an international community of friendly, supportive and fun people from all around the world.

What we all have in common is **a passion for beauty, business and for making a difference**. Meet new people, attend Oriflame events and trainings together, share beauty tips, and celebrate your achievements.



We're here for you

We have been guiding and supporting Brand Partners and Leaders for over 50 years now, so rest assured, you are in safe hands with us and our independent Leaders – we will provide you with support and mentorship every step of the way as you develop your business and reach for your dreams.

Now let's look at the different ways you can make money with Oriflame!

"The moment when people tell me about how I have helped in changing their lives with the Oriflame opportunity is always priceless."

Ididaule Ngia
Diamond Director, Dimapur

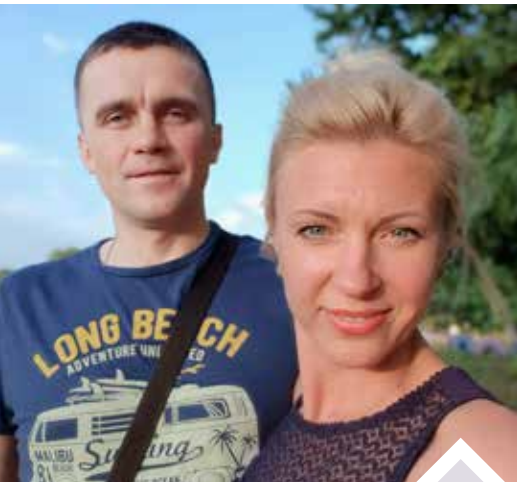


"My recognition as a Gold Director where I felt like a celebrity on stage in front of thousands of people while receiving cash award was one of my proudest Oriflame moments so far."

Priyanka Samaddar
Gold Director, Kolkata



What's your favourite Oriflame moment?



"Every time we attend events and see people recognised for their success. It's obvious that the main value at Oriflame is the people! "

Irina and Yaroslav Tukalo
Sapphire Directors, Ukraine



"My favourite Oriflame moment was when I took my husband to the free foreign conference."

Amandeep Kaur
Diamond Director, Ludhiana

CHAPTER 2

How to earn with Oriflame

Learn about the essentials of the Oriflame Opportunity and the four ways you can earn.



Earn today, and build a business for tomorrow

Before we go into detail about how to earn money with Oriflame, let's take a look at the four different ways you can earn.



1. Immediate Profit

This is what you earn from selling products.



3. Bonuses

Rewards you can earn for developing Leaders and helping them to succeed.



2. Trade Discount & Incentive

You can earn a Trade Discount on Personal sales and incentive based on your Group Sales



4. Cash Awards

You receive a one-time Cash Award every time you reach a new title in the Success Plan, starting with the Director title.

Calculations

As an Independent Oriflame Brand Partner, you will see your actual earnings in your My Pages account. Calculations are done for you automatically, which means you never have to calculate on your own - unless you really want to.

The examples in this chapter and the chapters that follow are intended to illustrate how we calculate your earnings. Be aware that actual earnings and sales will vary from person to person and will depend upon the skills of the seller, the time and effort put in and other factors.





1. Immediate Profit

You earn the difference between the Customer Price (the price you see in the catalogue or online) and the Brand Partner Price (what you pay for the products).

Recommend and sell products

When you first start out as a Brand Partner, you'll learn about our products and the world of beauty, and use your expertise to recommend products to your family, friends, colleagues and acquaintances.

We supply you with **plenty of tools** to help you make sales – the Oriflame catalogue, product guides, and our many digital tools.

Calculating Immediate Profit

There are two ways to calculate Immediate Profit. You can either subtract the Brand Partner Price from the Customer Price, or multiply the Customer Price by 20%. The examples to the right show both methods.

Example – selling one product

You sell one NovAge Ecollagen Wrinkle Power Day Cream.



Customer Price: ₹2,500
Brand Partner Price: ₹2,000

Immediate Profit:
₹2,500 - ₹2,000 = ₹500

Or: ₹2,500 x 0.20 (20%) = ₹500

Example – selling skin care sets

You sell one NovAge Ecollagen Wrinkle Power set.



Customer Price: ₹7,900
Brand Partner Price: ₹6,320

Immediate Profit:
₹7,900 - ₹6,320 = ₹1,580

Or: ₹7,900 x 0.20 (20%) = ₹1,580

Imagine selling four sets in one Catalogue Period – your earnings from Immediate Profit would increase to ₹6,320.



Selling sets

Selling sets offers your customers a complete solution to their beauty, wellness and skin care needs. Sets are also worth **20% more Bonus Points** and selling them will help you earn more money.



2. Earnings

When you invite other people to become Brand Partners and help them to sell and earn, you increase your own earning potential too.

You can earn a **Trade Discount (TD) & Incentive** from 3% to 22% on your Personal and Group Sales

Your Earning is determined by three things:

1 Bonus Points

Bonus Points (BP) are assigned to every Oriflame product based on its price. Higher priced products and sets have more Bonus Points.

The Bonus Points from your Personal Sales and the sales of everyone in your Personal Group* are added together during each Catalogue Period. The total Bonus Points determine the Trade Discount / Incentive level you qualify for at the end of each Catalogue Period.

Bonus Points are converted to a Trade Discount / Incentive level according to the chart below.

Bonus Point Conversion Chart:

Bonus Points	Trade Discount / Incentive
10,000+	22%
6,600 – 9,999	18%
4,000 – 6,599	15%
2,400 – 3,999	12%
1,200 – 2,399	9%
600 – 1,199	6%
200 – 599	3%
0 – 199	0%

*Your Personal Group includes all the Brand Partners sponsored directly by you, as well as Brand Partners they sponsor – but not Brand Partners who have themselves reached the 22% Trade Discount / Incentive level or their downlines

2 Trade Discount / Incentive level





Trade Discount level refers to the percentage that you can get based on your volume of personal purchase.

On your Personal Sales, you get Trade Discount and Group Sales, you earn incentive**

3 Business Volume

Business Volume (BV) Is the amount on which your income is calculated basis a factor including catalogue price, taxes and other charges. This may be subject to change by company from time to time.

Here is the example to show incentive calculation.

You	First Line	Difference
 12%	 1,200 BP = 9%	12% - 9% = 3%
	 400 BP = 3%	12% - 3% = 9%
	 800 BP = 6%	12% - 6% = 6%

** The Brand Partners you sponsor directly are your First-Line Brand Partners (or First Line). The Brand Partners below your First Line are referred to in Levels. So, the Brand Partners sponsored by your First Line are called your Second Level, those sponsored by your Second Level are your Third Level and so on.

Example: Calculating the Business Volume of a NovAge Ecollagen Wrinkle Power set.

Product	Business Volume
	<p>₹7,900 (Customer Price) multiplied by 0.57 (57%) = ₹4,503</p> <p>The NovAge Ecollagen Wrinkle Power set has a Business Volume of = ₹4,503</p>

See Earnings grow!

The three examples on the following pages show how you can earn a Trade Discount on your personal sales and incentive from the sales of your Personal Group.

For the purpose of these examples:
1 Bonus Point = ₹38 Business Volume.

How to calculate your Earnings:

- 1 Start by counting how many Bonus Points you’ve sold for.
- 2 Determine the total Bonus Points for your Personal Group by adding your Bonus Points with the Bonus Points of the Brand Partners in your Personal Group. Use the Bonus Point Conversion Chart to find your Trade Discount/ Incentive level.
- 3 Multiply your Trade Discount level with the Business Volume of your Personal Sales. This is the Trade Discount you will earn on Personal Sales.
- 4 Then take the Bonus Points of each of your First-Line Brand Partners and their Personal Groups and use the conversion chart to convert the Bonus Points into a Incentive level for each First-Line Brand Partner.
- 5 Subtract the Incentive level of each First Line Brand Partner from your Incentive level. The difference is the incentive Multiply this with the Business Volume of your First-Line Brand Partners and their Personal Groups.
- 6 Trade Discount and Incentive added together equals your total earnings.

Bonus Point Conversion Chart:

Bonus Points	Trade Discount / Incentive
10,000+	22%
6,600 – 9,999	18%
4,000 – 6,599	15%
2,400 – 3,999	12%
1,200 – 2,399	9%
600 – 1,199	6%
200 – 599	3%
0 – 199	0%

EXAMPLE 1:

Earn ₹1,368

This example shows how inviting five people to become Brand Partners and training them to sell products can increase your income.

Here, each new Brand Partner sells for **100 Bonus Points** and so do you.

Step-by-step calculations

1

You sell for **100 Bonus Points**.

2

The total Bonus Points for the Group is:
100 (your Bonus Points)
+ **500** (your Group’s Bonus Points)
= **600 Bonus Points**, which converts to a 6% Trade Discount / Incentive level.

3

Multiply your Trade Discount level with the Business Volume of your Personal Sales
6% x 38 x 100= ₹228

4

The **100 Bonus Points** of your First Line converts to a Inccentive level of 0%.

5

The difference between your Incentive level and your First Line’s is
6% - 0% = 6%, which means you earn 6% Incentive on the Business Volume of their sales,
6% x 38 x 100 x 5 = ₹1,140

6

Add your Trade Discount and Incentive for your total earnings.
₹28 + ₹1140 = ₹1368

You

1

100 BP

2

600 BP = 6%

3

6% x 38 x 100= ₹228

Your 1st Line

4

100 BP = 0%

100 BP = 0%

100 BP = 0%

100 BP = 0%

100 BP = 0%

Total = 5 x 100 = 500 BP

Difference

6% x 38 x 100 = ₹228

6% x 38 x 100 = ₹228

6% x 38 x 100 = ₹228

6% x 38 x 100 = ₹228

6% x 38 x 100 = ₹228

Total = 5 x ₹228 = ₹1,140

Business Volume

100

100

100

100

100

Incentive

6

Total Earnings: ₹228 + ₹1140 = ₹1368

EXAMPLE 2:

Earn ₹7,296

Train your Brand Partners to do what you do and recruit new Brand Partners of their own. Tell them about the benefits of sponsoring and show them how to do it.

In this example, your five First-Line Brand Partners have each invited five people to join and trained them to sell for **100 Bonus Points** during one Catalogue Period. You sell for **100 Bonus Points** too.

Step-by-step calculations	You	Your 1 st Line	2 nd Level	Difference	Business Volume	Incentive
<ol style="list-style-type: none"> You sell for 100 Bonus Points. The total Bonus Points for the Group is: 100 (your Bonus Points) + 3000 (your Group's Bonus Points) = 3100 Bonus Points, which converts to a 12% Trade Discount / Incentive level. Multiply your Trade Discount level with Business Volume of your Personal Sales, $12\% \times 38 \times 100 = ₹456$ The 600 Bonus Points of your First Line converts to an Incentive level of 6%. The difference between your Incentive level and your First Line's is $12\% - 6\% = 6\%$, so you earn 6% incentive on the Business Volume of each Leg* in your Personal Group, $6\% \times 600 \times 38 \times 5 = ₹6,840$. Add your Trade Discount and incentive for your Total earnings $₹456 + ₹6,840 = ₹7296$ 	<ol style="list-style-type: none"> 100 BP 3,100 BP = 12% 12% x 38 x 100 = ₹456 	<ol style="list-style-type: none"> 600 BP = 6% 600 BP = 6% 600 BP = 6% 600 BP = 6% 600 BP = 6% 	<ol style="list-style-type: none"> 5 5 5 5 5 	<ol style="list-style-type: none"> 6% x 600 x 38 = ₹1,368 6% x 600 x 38 = ₹1,368 6% x 600 x 38 = ₹1,368 6% x 600 x 38 = ₹1,368 6% x 600 x 38 = ₹1,368 	<ol style="list-style-type: none"> 5 5 5 5 5 	<ol style="list-style-type: none"> 5 5 5 5 5
		5 x 600 = 3,000 BP			Total = 5 x ₹1,368 = ₹6,840	
						<ol style="list-style-type: none"> Total Earnings: ₹456 + ₹6840 = ₹7296

*A Leg is made up of a First-Line Brand Partner and the Brand Partners they sponsor. Whenever you sponsor a new Brand Partner, they form a new Leg in your network, making the structure wider. When your First-Line Brand Partners bring on new Brand Partners, the structure of your network is made deeper.

EXAMPLE 3:

Earn ₹59,736

Continue to train your Brand Partners to recruit and build groups of their own.

The more Brand Partners in your Personal Group and the more orders placed means higher Group Sales.

Here, you and everyone in your Personal Group sell for **100 Bonus Points**.

Step-by-step calculations	You	Your 1 st Line	2 nd Level	3 rd Level	Difference	Business Volume	Incentive
<div>1 You sell for 100 Bonus Points.</div> <div>2 The total Bonus Points for the Group is: 100 (your Bonus Points) + 15 500 (your Group's Bonus Points) = 15 600 Bonus Points, which converts to a 22% Trade Discount / Incentive level.</div> <div>3 Multiply your Trade Discount level with Business Volume of your Personal Sales, 22% x 38 x 100 = ₹836</div> <div>4 The 3,100 Bonus Points of your First Line converts to an Incentive level of 12%.</div> <div>5 The difference between your Incentive level and your First Line's is 22% - 12% = 10%, so you earn 10% incentive on the Business Volume of each Leg in your Personal Group, 10% x 38 x 3100 x 5 = ₹58,900.</div> <div>6 Add your Trade Discount and incentive for your total earnings. ₹836+ ₹58,900 = ₹59,736</div>	<div>1 100 BP</div> <div>2 15,600 BP = 22%</div> <div>3 22% x 38 x 100 = ₹836</div>	<div>4</div> <div>3,100 BP=12%</div> <div>3,100 BP=12%</div> <div>3,100 BP=12%</div> <div>3,100 BP=12%</div> <div>3,100 BP=12%</div> <div>5 x 3,100 = 15,500 BP</div>	<div>5</div> <div>5</div> <div>5</div> <div>5</div> <div>5</div> <div>5</div>	<div>25</div> <div>25</div> <div>25</div> <div>25</div> <div>25</div> <div>25</div>	<div>10% x 3,100 x 38 = ₹11,780</div> <div>10% x 3,100 x 38 = ₹11,780</div> <div>10% x 3,100 x 38 = ₹11,780</div> <div>10% x 3,100 x 38 = ₹11,780</div> <div>10% x 3,100 x 38 = ₹11,780</div> <div>10% x 3,100 x 38 = ₹11,780</div> <div>Total = 5 x 11,780 = ₹58,900</div>		
<div>6 Total Earnings: ₹836+ ₹58,900 = ₹59,736</div>							



3. Bonuses

Bonuses are a reward for the work you’ve done supporting, training and developing your Brand Partners to 22%.

There are six bonuses in the Success Plan. The type of bonus you earn is determined by how many 22% Split-Out Groups you have in your First Line.

The bonus percentages may seem small at first but when applied to your network*, the amount you earn can be significant.

*Network refers to all Brand Partners in your downline, including your 22% Split-Outs.

Earn bonuses by developing 22% Split-Out Groups

When your First-Line Brand Partners reach a 22% Trade Discount / Incentive level, they leave your Personal Group and become independent sub-groups together with their Brand Partners – called 22% Split-Out Groups. From this moment on, you, as a sponsor, stop earning a Incentive on the sales of these Brand Partners and instead, you begin to qualify for bonuses.

Your goal is to help as many of your First-Line Brand Partners as possible to reach the 22% Trade Discount / Incentive level.

See the chart below, and learn more about bonuses in the following chapters.

Oriflame Bonuses		
Bonus	22% Split-Out Groups needed in 1st Line	Earned on
5% Oriflame Bonus	1	1 st Line 22% Split-Out Groups only
2% Gold Bonus	2	2 nd Level 22% Split-Out Groups and down, stopping at the First Line of the next Gold Bonus qualifier
1% Sapphire Bonus	4	3 rd Level 22% Split-Out Groups and down, stopping at Second Level of the next Sapphire Bonus qualifier
0.50% Diamond Bonus	6	4 th Level 22% Split-Out Groups and down, stopping at Third Level of the next Diamond Bonus qualifier
0.25% Double Diamond Bonus	10	5 th Level 22% Split-Out Groups and down, stopping at Fourth Level of the next Double Diamond Bonus qualifier
0.125% Executive Bonus	12	6 th Level 22% Split-Out Groups and down, stopping at Fifth Level of the next Executive Bonus qualifier



4. Cash Awards

Whenever you reach a new title in the Success Plan, you receive a one-time Cash Award starting at ₹50,000 (Director) and rising to ₹5,00,00,000 (Diamond President Director).

You can read more about the qualifications and requirements for titles and Cash Awards in the chapters that follow.



Tools for success

Our tools and training programmes are specially designed to help you develop the knowledge and skills to succeed in every step of your professional journey with Oriflame.

We're also constantly reviewing and updating the tools and creating new ones. It's always easy and cost-free for you to keep your skills sharpened and relevant.

See page 114 for a complete list of tools and trainings.



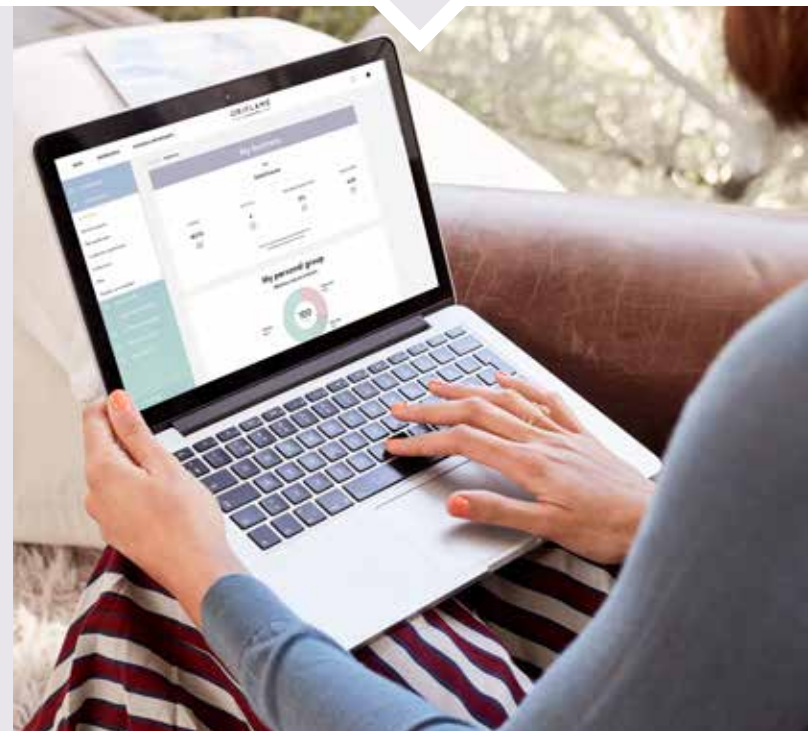
Business management

We have expert tools that help you to plan, organise and grow your business.



Product sales

There are many tools to support your selling activities, from product guides and the online catalogue to Beauty Edit and Social Media Library



Recruitment

Oriflame tools make it easy for you to invite and register new Brand Partners.



E-learning

Our e-learning platform can help you develop faster, while learning at a place and time that's convenient for you

The courses are short, interactive and accessible on mobile devices – and cover everything from working with the customer and becoming a Sponsor to creating content for social media.

Oriflame Academy E-learning

Oriflame Academy is our specially developed system of training modules based on the actual experience of successful Oriflame Leaders.

It includes methods and tools to help you build your professional skills and move to reach new level on the Success Plan.



On your way

The Oriflame Opportunity is about much more than just putting in the work – it's about enjoying yourself while you're doing it.

As you reach new titles, you will have the chance to meet new people at exciting Oriflame events and conferences, receive recognition, and even qualify for international travel.

"I joined Oriflame for self identity and financial independence. As a manager it gives me a sense of pride in empowering my people by helping them achieve what they want."

Kalluri Lakshmi Pravallika
Manager, Hyderabad



"Being a social leader, working with and learning from others. Everyone has something unique you can learn from."

Mahmoud Meja
Senior Manager, Tanzania



What's the best thing about being a Manager?



"Being a Manager, I feel I have moved closer to my goal of achieving higher titles, especially, the title of Diamond Director."

Doli Mondal
Manager, Kolkata



"I am empowering not just myself but also many other fellow women too who are associated with Oriflame."

Vidhi Khurana
Manager, Delhi

CHAPTER 3

Manager Team

Sponsor Brand Partners and build your business.



Titles in the Manager Team

Support your Brand Partners and succeed together

The Manager level is an important step in your career with Oriflame, as you move from working mainly on your own to sponsoring others and helping them to fulfil their goals and dreams.

You help your new Brand Partners to get started, train and support them in their work, and inspire them to reach higher goals. But it's important to lead by example and continue to be active and sell and recruit new Brand Partners yourself. Everything you do – from selling to prospecting and recruiting – you want your Brand Partners to duplicate, because when they succeed, you do too.

Always remember that your Sponsor and Upline Director are there to support you in your role as Independent Oriflame Manager, and so are the employees at Oriflame.

Benefits of being a Manager

There are many benefits to being an Independent Oriflame Manager. In addition to increasing your earning potential, you can meet colleagues in the Oriflame beauty community, attend trainings to learn new professional skills – and receive all the support you need to continue to succeed and achieve even greater results.

Some specific things you can look forward to:

- You will be recognised on stage to celebrate your new title and awarded a diploma and a unique pin to wear that distinguishes you as a Manager.
- You will be eligible to attend professional training programmes, such as Leadership Academy 1 and S-SARPIO Trainings, which are designed to help you deepen your business knowledge and advance as an entrepreneur and Manager.
- You may also qualify to attend Manager Seminars and conferences and other incentive programmes that are available locally.

12% Manager

15% Manager

18% Manager

Senior Manager

Qualification requirements:
2,400 - 3,999 Bonus Points in your Personal Group.

Benefits:

- Recognition pin
- Invitation to Manager Seminar*

Qualification requirements:
4,000 - 6,599 Bonus Points in your Personal Group.

Benefits:

- Recognition pin
- Invitation to Manager Seminar*

Qualification requirements:
6,600 - 9,999 Bonus Points in your Personal Group.

Benefits:

- Recognition pin
- Invitation to Manager Seminar*

Qualification requirements:
At least 10,000 Bonus Points in your Personal Group, or one 22% Split-Out Groups in your First Line and a Personal Group with at least 4,000 Bonus Points.

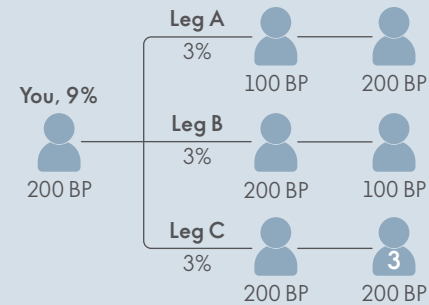
Benefits:

- Recognition pin
- Invitation to Manager Seminar*
- Directors' Seminar*

*Qualification to Seminar and Conferences will depend upon local Criterias defined or communicated from time to time.

For the purpose of these examples:
1 Bonus Point = ₹38 Business Volume.

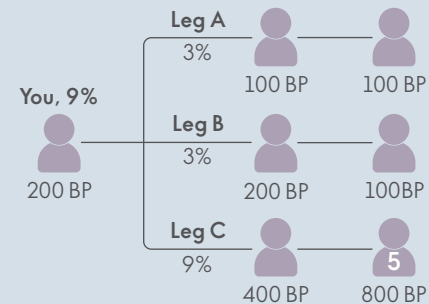
Example 1: Balanced structure



Total Bonus Points:
200 (you) + 300 (Leg A) + 300 (Leg B) + 400 (Leg C)
= 1 200 BP. Your level is 9%.

Your Total earnings:
 $9\% \times 200 \times 38 + (9\% - 3\%) \times 300 \times 38 + (9\% - 3\%) \times 300 \times 38 + (9\% - 3\%) \times 400 \times 38 = 684 + 684 + 684 + 912 = ₹2964$

Example 2: Unbalanced structure



Total Bonus Points:
200 (you) + 200 (Leg A) + 300 (Leg B) + 1200 (Leg C)
= 1 900 BP. Your level is 9%.

Your Total Earnings:
 $9\% \times 200 \times 38 + (9\% - 3\%) \times 200 \times 38 + (9\% - 3\%) \times 300 \times 38 + (9\% - 9\%) \times 1200 \times 38 = 684 + 456 + 684 + 0 = ₹1824$

Earning as a Manager

When you become an Independent Oriflame Manager, your earnings no longer depend solely on the Immediate Profit you earn from your Personal Sales.

Now you can begin to earn a Trade Discount & Incentive ranging from 3% to 22% based on your Personal Sales and Group Sales respectively.

It's important to know that the structure of your Personal Group will influence your earnings. To maximise your Earnings, be sure sales are distributed across several Legs in your Personal Group. Avoid depending on just one Leg.

Building a balanced structure

The examples to the left show how a balanced and unbalanced structure can affect your earnings.

In Example 2, even though you have more Bonus Points than in Example 1, you earn less. This is because **Leg C has reached the same level as you, 9%**, and you will not earn incentive on Leg C as the difference between your levels will be 0%.

Three key activities for successful Managers

- 1 Prospecting and recruiting
- 2 Following up and activating
- 3 Forming and leading a core team

Find out more about these activities on the following pages

1

KEY ACTIVITIES FOR SUCCESSFUL MANAGERS

Prospecting and recruiting

Developing good prospecting and recruitment skills is essential for success and will help your business to grow.



- ✓ Expand your own Name Bank/ Contact List and ask new Brand Partners to create theirs during the **Getting Started training or the Steps for Onboarding Journey**. Train your Brand Partners to start with the contact lists in their mobile phones, social media and recommendations from friends – and tell them to ask the question, “Who do I know who would like to see new Oriflame products and hear about the great income opportunities?”

- ✓ Speak with at least three new people every day. The more the better, but not fewer than three. Tell them about Oriflame, the products and the Oriflame Opportunity. Make speaking with three people a day a goal in your entire network by teaching your Brand Partners to do the same. Remember – you’re a role model, and if you prospect every day, your Brand Partners will too.

- ✓ Organise Opportunity Meetings 2–3 times a week. It’s important to hold these on a regular basis so your Brand Partners will know when and where to bring their prospects. Conduct the Getting Started training at the end of each meeting. Activate newcomers by encouraging them to place their first orders – and be sure to invite them to the next meeting or training session.

Tip for Opportunity Meetings and strengthening your Core Team

Involve your Core Team in Opportunity Meetings. You can invite them to hold part of the Oriflame Opportunity Presentation or to prepare product displays. This is a good way to share practical knowledge and to teach your Core Team how to run meetings of their own. Read more about your Core Team on page 42.



2 KEY ACTIVITIES FOR SUCCESSFUL MANAGERS

Following up and activating your Brand Partners

It's important that your Brand Partners are active and place orders every Catalogue Period.

- ✓ Stay in touch with your Brand Partners – ask about their sales and recruitment. Mention new products and offers, and invite them to events and trainings.
- ✓ Promote e-learning modules that will help your Brand Partners develop their selling and recruitment skills.
- ✓ Contact any Brand Partners who did not place orders in the last Catalogue Period and ask why they've been inactive. Inform them about offers and incentive programmes – and invite them to join your group chats in social media.
- ✓ Create chat groups in social media. Use the groups to recognise your Brand Partners' achievements – like placing first orders, recruitment and reaching new titles. You can also share success stories to keep motivation high, and post interesting information about products and offers. Consider creating chat groups for customers too.

3

KEY ACTIVITIES FOR SUCCESSFUL MANAGERS

Form and lead a Core Team

A Core Team consists of at least five Brand Partners who have decided to go beyond the selling opportunity and want to become Leaders.



Teamwork makes work more fun and more effective – and experience has shown that using the Core Team concept to develop Leaders **will help you grow faster**, so it's important to put a big effort here.

To form your Core Team, tell your Brand Partners of your plans and **invite everyone who's interested in growing to be part of your Core Team**. Explain the benefits of working and growing together, such as prospecting and recruiting together, attending special trainings, participating in special events for Core Teams – and not least of all, providing mutual support and helping one another to reach individual goals.

It's important to know that the **members in your Core Team may come from any level of your Personal Group**, not only your First Line. **Motivation and commitment** should be the only criteria.

Every Core Team decides it's own rules and responsibilities. You should discuss and establish these together in a meeting with your Core Team, and be sure every member agrees. The aim is to **make activities and responsibilities clear**, and to be sure everyone works together towards the same goal – continuing to grow and succeed.

Always remember to lead by example and perform the activities you've established with your Core Team. This will prepare your Core Team to eventually lead teams of their own and duplicate all the essential activities you've performed as a Manager.

What to think about when leading your Core Team:

- ✓ Share your vision, goals and commitment.
- ✓ Train your Core Team in the skills that are essential for business growth, such as prospecting, recruiting, sponsoring and presentation skills.
- ✓ Hold prospecting and recruitment activities together by delegating tasks to your Core Team members.
- ✓ Set short- and long-term goals together and follow-up on results and progress.
- ✓ Recognise achievements. Your Core Team members are part of your Core Team because they want to grow and succeed with Oriflame and every achievement is worth celebrating!

Attend Leadership Academy 1

And learn how to grow your business and sharpen your Manager skills.

The Role of a Manager



Develop your Core Team



Prospecting process



How to Recruit



Moving forward

Continue to focus on your Core Team and show them the benefits of recruiting and building teams of their own. When your Core Team begins to lead teams too, your network will grow much faster and you will be on your way to reaching new titles.

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

Supriya Marie Evangelin
Senior Gold Director, Chennai



"My style is to be me, always. To be an example to follow and to show my team that they can always trust in me."

Kevin Vergara
Director, Peru

What makes a good Leader, to you?



"Passion, Positivity and Action are the traits of a good leader."

Gitumoni Tamuli
Sapphire Director, Guwahati



"Self-confidence, positive attitude & passion is essential, apart from being consistent in your work & lead by an example so that your team duplicates you."

Pallavi Shah
Sapphire Director, Ahmedabad



CHAPTER 4

Director Team

Take your business to a new level.

Director title – a milestone

Reaching the Director Team is marked by a number of milestones. It's the first time you can earn through all four ways in the Oriflame Success Plan, the first time you're entitled to a Cash Award and you are also invited to the Directors' Seminar, Gala Dinner and first time to international conferences. All this while you enjoy the satisfaction of working with other people, inspiring them to become Leaders and motivating them to do their best and achieve higher goals.

Titles in the Director Team



Director

- Qualification requirements:**
At least 10,000 Bonus Points in your Personal Group, or one 22% Split-Out Groups in your First Line and at least 4,000 BP in your Personal Group for 6 out of 12 Catalogue Periods.
- Benefits:**
- ₹50,000 Cash Award
 - Recognition pin
 - Invitation to the Director Seminar**
 - Bonuses*

Senior Director

- Qualification requirements:**
At least 10,000 Bonus Points in your Personal Group, and one 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.
- Benefits:**
- ₹75,000 Cash Award
 - Recognition pin
 - Invitation to the Director Seminar**
 - Possibility to qualify for the international Gold Conference
 - Bonuses*

Gold Director

- Qualification requirements:**
Two 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.
- Benefits:**
- ₹1,00,000 Cash Award
 - Recognition pin
 - Invitation to the Director Seminar**
 - Possibility to qualify for the international Gold Conference
 - Bonuses*

Senior Gold Director

- Qualification requirements:**
Three 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.
- Benefits:**
- ₹1,50,000 Cash Award
 - Recognition pin
 - Invitation to the Director Seminar**
 - Possibility to qualify for the international Gold Conference
 - Bonuses*

*Bonuses are not dependent on the title you hold. They are determined by the number of 22% Split-Out Groups in your First Line. Read more on pages 52 and 108-113.

Sapphire Director

- Qualification requirements:**
Four 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.
- Benefits:**
- ₹2,00,000 Cash Award
 - Recognition pin
 - Invitation to the Director Seminar**
 - Possibility to qualify for the international Gold Conference
 - Bonuses*

**Qualification to Seminar and Conferences will depend upon local Criterias defined or communicated from time to time.



The benefits of being a Director

As an Independent Oriflame Director, you will not only begin to enjoy higher earnings as your business grows – you will also have the chance to travel to dream destinations and receive Cash Awards.

Some specific things you can look forward to:

- Recognition and a unique pin for each Director title you reach.
- One time Cash Awards – from ₹50,000 to ₹2,00,000 for reaching each new title in the Director Team.
- Possibility to qualify for the annual international Gold Conference.
- Possibility to participate in Leadership Academy 2 as well as local trainings in your region.
- Possibility to participate in local events and conferences.
- Possibility to earn bonuses based on the number of 22% Split-Out Groups in your First Line.

Earning as a Director

You're now eligible to earn through all four ways in the Oriflame Success Plan - Immediate Profit, Trade Discount/ Incentive, Bonuses and Cash Awards.

Bonuses begin to make up the most significant part of your income starting from the Director title and up, so it's important to learn how Oriflame bonuses work and how you can use them to maximise your earnings.

Bonuses

There are three bonuses you can earn in the Director Team – the 5% Oriflame Bonus, 2% Gold Bonus and 1% Sapphire Bonus. The bonus you qualify for is determined by the number of 22% Split-Out Groups you have in your First Line, and not by the title you hold.

As you can read in Chapter 2, when your First-Line Brand Partners reach the 22% Trade Discount / Incentive level, they split out from your Personal Group – and their groups become 22% Split-Out Groups. At this point, you stop earning Incentive from the group sales of these Brand Partners and start earning bonuses based on their sales.

Bonuses and your network

The 5% Oriflame Bonus is paid on your First Line, but all other bonuses – starting with the 2% Gold Bonus – can be paid in depth, from below their starting level until there is a group generating the bonus for another qualifier on a lower level.

Minimum Guarantee

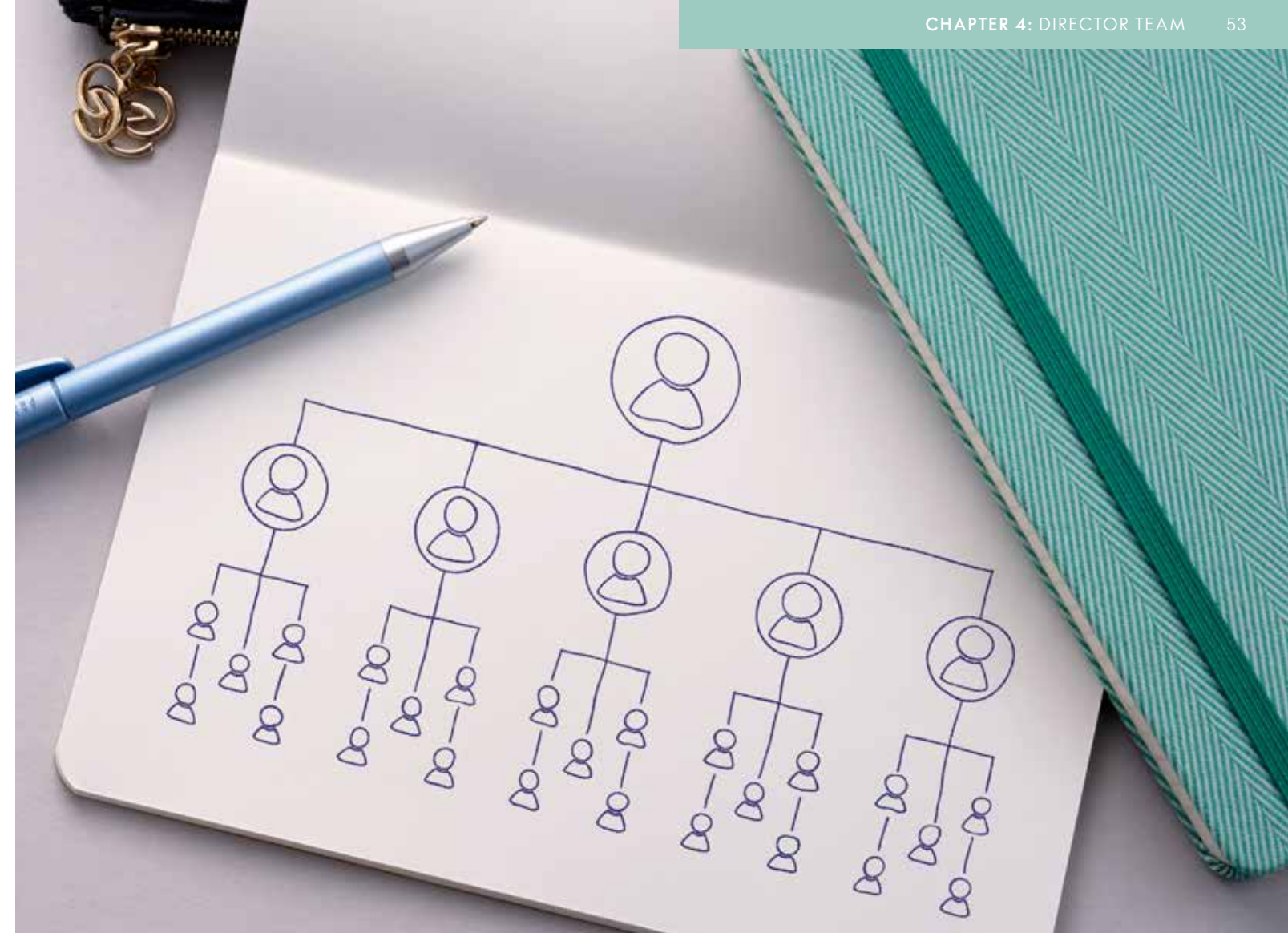
The Minimum Guarantee is a bonus adjustment and a way to ensure that everyone in a network is rewarded fairly for their efforts in sponsoring Brand Partners and helping them to become Leaders.

When the minimum amount of Bonus Points required to qualify for a full bonus is not met by a bonus qualifier, an adjustment is made that distributes part of that bonus up to the next qualifier of the same bonus.

Using the 5% Oriflame Bonus as an example, if you have:

- 10,000 Bonus Points or more in your Personal Group, you earn the full bonus.
- 4,000 – 9,999 Bonus Points in your Personal Group, you earn part of the bonus and the remainder passes up to the next 5% Oriflame Bonus qualifier.
- Less than 4000 Bonus Points, you don't qualify for the bonus at all if you have only one 22% Split-Out Group.

To learn more about how the Minimum Guarantee works with bonuses, see page 112.



Three general rules apply to qualify for any bonus

You must have at least:

- **One 22% Split-Out Group** in your First Line
- **200 Bonus Points** in your Personal sales
- **4,000 Bonus Points** in your Personal Group sales*

*If you have at least two 22% Split-Out Groups in your First Line, there is no Personal Group sales requirement. However, the Minimum Guarantee still applies.

Requirements:

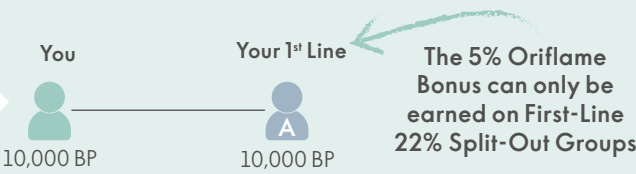
- Personal sales: At least 200 Bonus Points
- Personal Group sales: At least 4,000 Bonus Points
- 1st Line 22% Split-Out Groups: 1

Minimum Guarantee: The Bonus Points of your Personal Group must be at least 10,000 for you to earn the full 5% Oriflame Bonus. If under, the Minimum Guarantee rule applies and part of the bonus is passed up to the next 5% Oriflame Bonus qualifier. Read about how the Minimum Guarantee works on page 52.

5% Oriflame Bonus

The 5% Oriflame Bonus pays you 5% on the Business Volume of the 22% Split-Out Groups in your First Line.

For the purpose of these examples:
1 Bonus Point = ₹38 Business Volume.



You have one 22% Split-Out Group in your First Line, represented by A in the example. You will earn the 5% Oriflame Bonus on A's Business Volume.

Your 5% Oriflame Bonus earnings:
 $5\% \times 10,000 \times 38 = ₹19,000$

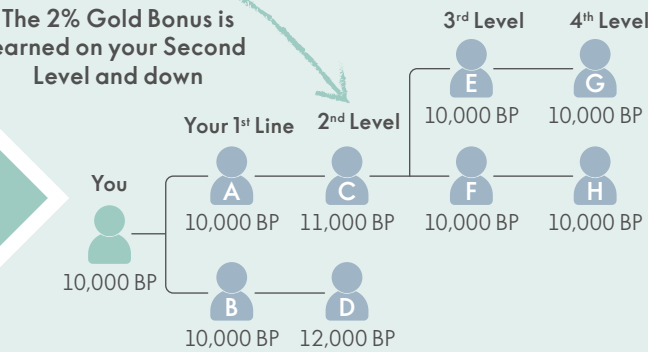
Requirements:

- Personal sales: At least 200 Bonus Points
- 1st Line 22% Split-Out Groups: 2
- Atleast one 22% Split-Out at Second Level

Minimum Guarantee: The Bonus Points of the 22% Split-Out Groups in your First Line must be at least 10,000 for you to earn the full 2% Gold Bonus. If under, the Minimum Guarantee rule applies and part of the bonus is passed up to the next 2% Gold Bonus qualifier. Read about how the Minimum Guarantee works on page 52.

2% Gold Bonus

The 2% Gold Bonus pays you 2% on the Business Volume of all 22% Split-Out Groups in your Second Level and all Levels below, stopping at the first Level of the next 2% Gold Bonus qualifier.



You will earn the 2% Gold Bonus on C, D, E and F. You don't earn the 2% Gold Bonus on G and H. This is because the same bonus can never be paid twice on the same sales, and C is already qualified to earn the 2% Gold Bonus on G and H.

Your 2% Gold Bonus earnings:
 $2\% \times (11,000 + 12,000 + 10,000 + 10,000) \times 38 = ₹32,680$

Note: You will also earn the 5% Oriflame Bonus (₹38,000), making your total bonus earnings in this example $₹32,680 + ₹38,000 = ₹70,680$

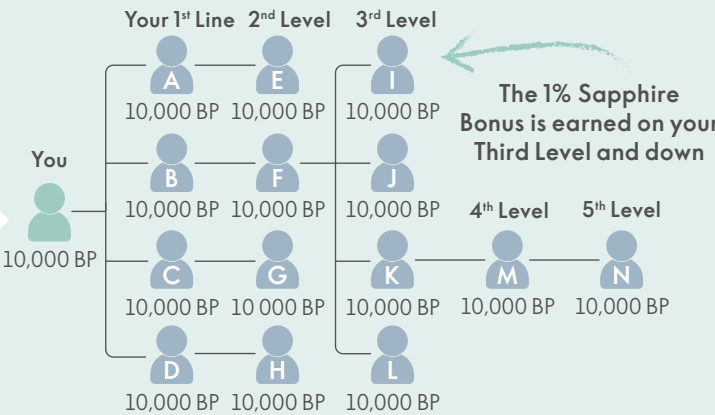
Requirements:

- Personal sales: At least 200 Bonus Points
- 1st Line 22% Split-Out Groups: 4
- Atleast one 22% Split-Out at Third Level

Minimum Guarantee: The Bonus Points of the 22% Split-Out Groups in your Second Level must be at least 10,000 for you to earn the full 1% Sapphire Bonus. If under, the Minimum Guarantee rule applies and part of the bonus is passed up to the next 1% Sapphire Bonus qualifier. Read about how the Minimum Guarantee works on page 52.

1% Sapphire Bonus

The 1% Sapphire Bonus pays you 1% on the Business Volume of all 22% Split-Out Groups in your Third Level and all Levels below, stopping at the second Level of the next 1% Sapphire Bonus qualifier.



You will earn the 1% Sapphire Bonus on the Business Volume of I, J, K, L and M. You will not earn the bonus on N, since F has also qualified for the 1% Sapphire Bonus and will earn that on N.

Your 1% Sapphire Bonus earnings:
 $1\% \times (10,000 + 10,000 + 10,000 + 10,000 + 10,000) \times 38 = ₹19,000$

Note: You will also earn the 5% Oriflame Bonus (₹76,000) and the 2% Gold Bonus (₹60,800) in this example, making your total bonus earnings in this example $₹76,000 + ₹60,800 + ₹19,000 = ₹1,55,800$

Note: Income shown is only indicative in nature and actual income may vary based on your width, depth and productivity of your Group as per the Success Plan

Three key activities for successful Directors

1

Prospecting and recruiting

2

Activating your network

3

Developing your Core Team and Managers

1

KEY ACTIVITIES FOR SUCCESSFUL DIRECTORS

Prospecting and recruiting

Recruitment is the essence of your business and should be your main focus. Continue to recruit new Brand Partners yourself – and run prospecting and recruitment activities together with your Core Team.

Specific activities:

- ✓ Remember to be a role model – promote recruitment as a daily habit and set an example with your own behaviour.
- ✓ Check in with your Managers to be sure they duplicate your efforts by regularly prospecting and recruiting new Brand Partners together with their Core Teams.
- ✓ Work with your Core Team to set up recruitment targets for each Catalogue Period, discuss recruitment action plans and support their recruitment meetings
- ✓ Remind Sponsors and Leaders to run Getting Started for their newcomers after every recruitment meeting and promote the First 90 Days Steps for Onboarding.

2

KEY ACTIVITIES FOR SUCCESSFUL DIRECTORS

Activating your network

Events, meetings and trainings are important ways to keep Brand Partners active and motivated, and can have a big impact on the success of your business.

Most Brand Partners join Oriflame without any special skills or previous knowledge – so identifying your Brand Partners' training needs is crucial in your role as Director.

Conduct these on a regular basis for your Personal Group:

- ✓ **Catalogue launch meetings**
Hold offline or online meetings on the last or first week of a Catalogue Period. Use it to launch new products, programmes and special offers and recognise Brand Partners for their achievements.
- ✓ **Beauty and Wellness events**
Organise events (both online and offline) for your Brand Partners and their customers, and use these to launch new products, promote beauty and Wellness routines, recognise loyal customers and Brand Partners.
- ✓ **Trainings**
Be sure everyone receives the product and business trainings they need to progress and succeed in their career with Oriflame.
- ✓ **Targeted group chats**
Create chat or closed social media groups to share information that's specifically relevant to different groups of Brand Partners. One example is a How to Get Started group for newcomers.



Tip – Involve your Managers in all your events...

...it's an excellent opportunity for them, to train their skills and learn by doing. Discuss the event's plan of action and delegate tasks – such as organising the reception, preparing recognition list and gifts, participating in the presentation of new products or the Oriflame Opportunity, giving testimonials or running parts of trainings.



3

KEY ACTIVITIES FOR SUCCESSFUL DIRECTORS

Developing your Core Team and Managers

Keep expanding your Core Team by bringing in new Brand Partners that you believe have the potential to build their business. You already know how to form and lead a Core Team – your role now is to be a Manager of Managers and develop new Directors.

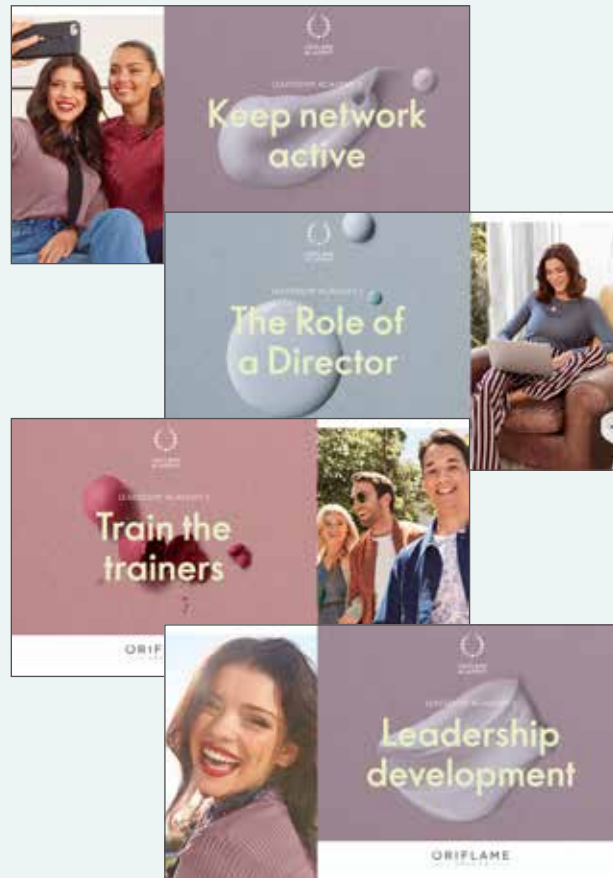
Specific activities:

- ✓ Keep your Managers motivated and focused on continued growth, and train them to perform the tasks of their Manager role. Encourage them to attend special trainings for Managers – Leadership Academy 1 – and organise regular trainings offline or online for the Managers in your network.
- ✓ Organise weekly Business Planning Sessions with your Managers. Use these sessions to set long- and short-term goals together, discuss action plans to achieve them, follow up results, recognise achievements and share best practice.
- ✓ Support your Managers by attending their recruitment meetings and events to share your success story and the story behind the company and products.
- ✓ Keep in touch with your Managers on a regular basis – follow up on their progress, give them feedback and continue to train their essential skills.

Attend Leadership Academy 2

And learn about the role and responsibilities of a Director.

Leadership Academy 2



Leadership Academy 3



Take the challenge

You've started an exciting career with Oriflame and now you're on your way to your next big challenge – the Diamond Team, where even larger bonuses and Cash Awards, as well as exclusive international conferences, await you.

"We love the recognition part at conferences. We enjoy our own and are also motivated by watching other Leaders reach higher titles."

Nguyen Loc and Hai Ly
Senior Diamond Directors, Vietnam



What's your favourite Diamond Conference memory?

"Its USA where my son picked up a baby alligator. When he tells his friends that my mom takes me to many countries, I feel super proud."

Kawalpreet Bagga
Diamond Director, Delhi



"Gala night and recognitions are an eye-opener which makes you realise that Diamond is just the beginning..."

Yumnam Bishwarani Devi
Double Diamond Director, Manipur



"USA was the most memorable one for me so far. We went with our son Aryan, who at the age of 5 went to Disneyland. This could have never been possible without Oriflame. It was a lifetime experience."

Sukhdeb Sneha Bhowmick
Diamond Director, Kolkata

CHAPTER 5

Diamond Team

Be a role model.

Lead by inspiration

Reaching the Diamond Team makes you an accomplished Oriflame Leader – and gives you a very special position as a Leader of Leaders.

It means you have developed at least six Directors, and probably even more. Now is the time to build on these achievements by sharing your knowledge, skills and best practice to train and motivate your entire network.

There are many rewards for your efforts as Diamond Director, including higher Cash Awards, more bonuses and the possibility to qualify for trips to international conferences twice a year.

Earning in the Diamond Team

As a Diamond Director, you can earn Immediate Profit, Trade Discount, Bonuses and Cash Awards. The majority of your earnings will likely come from bonuses.

In addition to the 5% Oriflame Bonus, 2% Gold Bonus and 1 % Sapphire Bonus, you can now qualify for two more bonuses – the 0.5% Diamond Bonus and the 0.25% Double Diamond Bonus.

Titles in the Diamond Team



Diamond Director

Qualification requirements:
Six 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.

- Benefits:**
- ₹3,00,000 Cash Award
 - Recognition pin
 - Invitation for two to the Director’s Seminar
 - Upto 2 tickets to International Gold Conference**
 - Possibility to qualify for the Global Diamond Conference
 - Bonuses*

Senior Diamond Director

Qualification requirements:
Eight 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.

- Benefits:**
- ₹4,00,000 Cash Award
 - Recognition pin
 - Invitation for two to the Director’s Seminar
 - Upto 2 tickets to International Gold Conference**
 - Possibility to qualify for the Global Diamond Conference
 - Bonuses*

*Bonuses are not dependent on the title you hold. They are determined by the number of 22% Split-Out Groups in your First Line. Read more on pages 52 and 108-113.
**As per Gold, Diamond and Executive Conference Criteria communicated time to time

Double Diamond Director

Qualification requirements:
Ten 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.

- Benefits:**
- ₹5,00,000 Cash Award
 - Recognition pin
 - Invitation for two to the Director’s Seminar
 - Upto 2 tickets to International Gold Conference**
 - Possibility to qualify for the Global Diamond Conference
 - Bonuses*

Requirements:

Personal Sales: At least 200 Bonus Points

1st Line 22% Split-Out Groups: 6

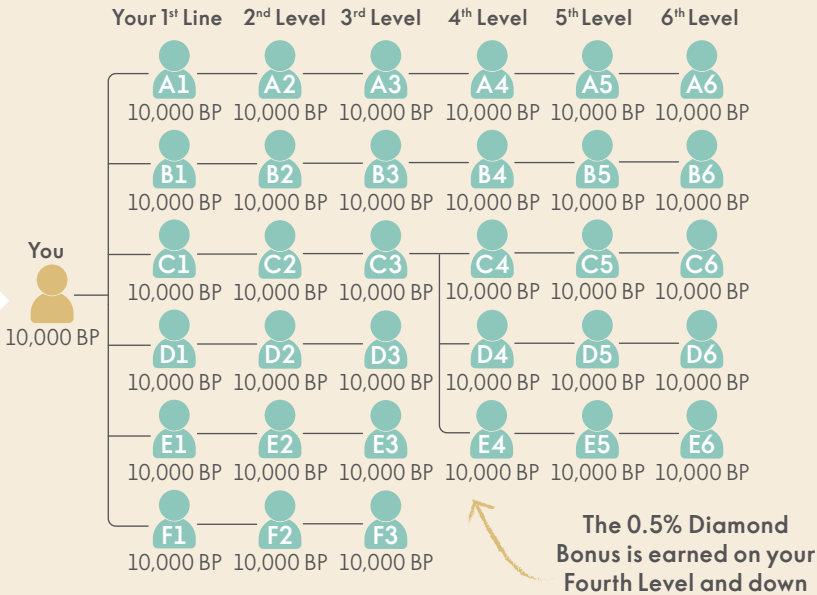
Atleast one 22% Split-Out at the Fourth Level

Minimum Guarantee:

The Bonus Points of the 22% Split-Out Groups in your Third Level must be at least 10,000 for you to earn the full 0.5 % Diamond Bonus. If under, the Minimum Guarantee rule applies and part of the bonus is passed up to the next 0.5% Diamond Bonus qualifier. Read about how the Minimum Guarantee works on page 52.

0.5% Diamond Bonus

The 0.5% Diamond Bonus pays you 0.5% on the Business Volume of all 22% Split-Out Groups in your Fourth Level and all Levels below, stopping at the Third Level of the next 0.5% Diamond Bonus qualifier.



For the purpose of these examples:
1 Bonus Point = ₹38 Business Volume.

You will earn the 0.5% Diamond Bonus on the Business Volume of your entire 4th Level: A4 – E4, entire 5th Level: A5 – E5 and entire 6th Level: A6 – E6.

Your 0.5% Diamond Bonus earnings:
 $0.5\% \times 10,000 \times 38 \times 15 = ₹28,500$

Note: You will also earn the 5% Oriflame Bonus (₹1,14,000), 2% Gold Bonus (₹1,59,600) and Sapphire Bonus (₹79,800), making your total bonus earnings in this example ₹1,14,000 + ₹1,59,600 + ₹79,800 + ₹28,500 = ₹3,81,900

Requirements:

Personal Sales: At least 200 Bonus Points

1st Line 22% Split-Out Groups: 10

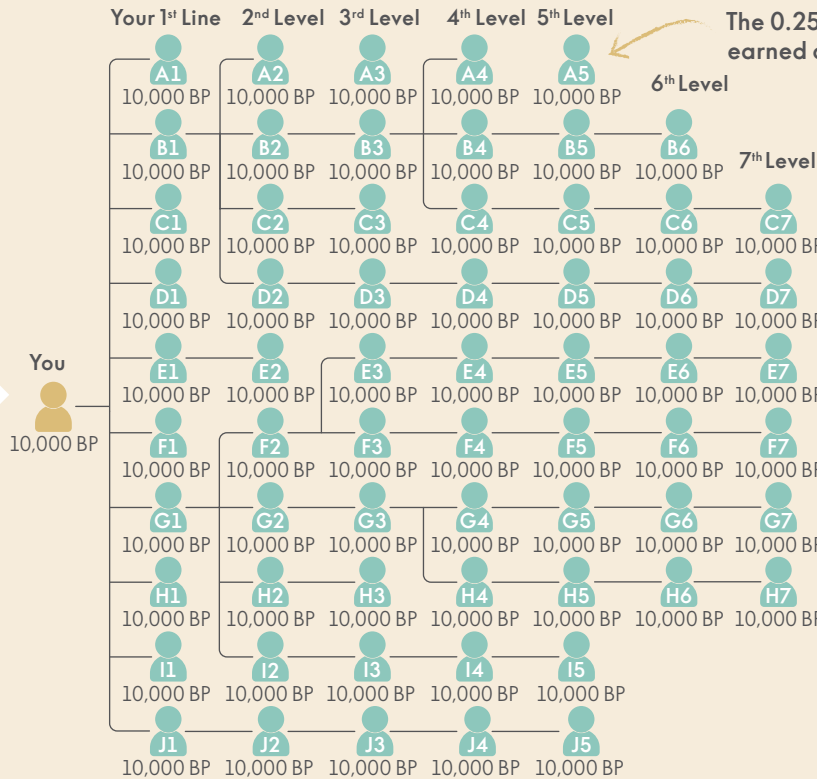
Atleast one 22% Split-Out at the Fifth Level

Minimum Guarantee:

The Bonus Points of the 22% Split-Out Groups in your Fourth Level must be at least 10,000 for you to earn the full 0.25 % Double Diamond Bonus. If under, the Minimum Guarantee rule applies and part of the bonus is passed up to the next 0.25% Double Diamond Bonus qualifier. Read about how the Minimum Guarantee works on page 52.

0.25% Double Diamond Bonus

The 0.25% Double Diamond Bonus pays you 0.25% on the Business Volume of all 22% Split-Out Groups in your Fifth Level and all Levels below, stopping at the Fourth Level of the next 0.25% Double Diamond Bonus qualifier.



You will earn the 0.25% Double Diamond Bonus on the Business Volume of your entire 5th Level: A5– J5, 6th Level: B6 – H6, and 7th Level: C7 – H7.

Your 0.25% Double Diamond Bonus earnings:
 $0.25\% \times 10,000 \times 38 \times 23 = ₹21,850$

Note: You will also earn the 5% Oriflame Bonus (₹1,90,000), 2% Gold Bonus (₹98,800), 1% Sapphire Bonus (₹45,600) and 0.5% Diamond Bonus (₹62,700), making your total bonus earnings in this example ₹1,90,000 + ₹98,800 + ₹45,600 + ₹62,700 + ₹21,850 = ₹4,18,950

Note: Income shown is only indicative in nature and actual income may vary based on your width, depth and productivity of your Group as per the Success Plan



The benefits of being a Diamond Director

Not only do you qualify for more bonuses and larger Cash Awards, as a Diamond Director you can also qualify to attend both the international Gold Conference and the international Diamond Conference every year. The Diamond Conference is for the most successful Oriflame Leaders and the location can be anywhere in the world. Both conferences give you the opportunity to share experiences with colleagues on high leadership levels, attend master classes, experience unique programmes, events and attractions – and celebrate your new achievements at exclusive gala dinners.

Some specific things you can look forward to:

- Unique gold pin with one to two diamonds to recognise you for each Diamond Director title you reach
- One-time Cash Awards – from ₹3,00,000 to ₹5,00,000 – for reaching each new title in the Diamond Team
- Invitation to attend the annual international Diamond Conference – and the possibility to qualify for two or three tickets, so your spouse or partner can join you for free
- Invitation for two to attend the annual international Gold Conference
- Possibility to earn bonuses based on the number of 22% Split-Out Groups in your First Line



Three key activities for successful Diamond Directors

1

Recruiting, activating and
developing new Leaders

2

Leading Leaders

3

Being a role model for your entire
network

1

KEY ACTIVITIES FOR SUCCESSFUL DIAMOND DIRECTORS

Recruiting, activating and developing new Leaders

In order to grow and strengthen your business, it's important that you continue to both prospect and recruit new Brand Partners to your Personal Group and develop new Leaders – exactly as you have done before.



Conduct recruitment meetings regularly to bring in new Brand Partners to your network.



Activate your entire network by holding meetings to launch company news, running trainings and keeping up to date in your communication channels.



Continue to develop new Leaders by arranging trainings, setting targets, following up on their progress and recognising them for their achievements.



2

KEY ACTIVITIES FOR SUCCESSFUL DIAMOND DIRECTORS

Leading Leaders

As a Diamond Director, you should not only focus on supporting the Brand Partners in your Personal Group, but on supporting the Leaders in your entire network – and helping Directors to succeed and reach higher titles.

- ✓ Plan and execute events for your entire network, such as:
 - Business events with company news, offers, apps, conferences and seminars.
 - Fun, motivational events and activities that create a sense of belonging. Always remember to recognise Brand Partners for their achievements on these occasions.
- ✓ Plan and execute product and business trainings for your entire network.
- ✓ Support and continue to develop Leaders in your network – organise Business Planning Sessions (BPS) regularly, coach Directors and follow up on their progress. Check that they have set short- and long-term goals and have the skills and knowledge they need to reach them.

3

KEY ACTIVITIES FOR SUCCESSFUL DIAMOND DIRECTORS

Being a role model for your entire network

You've reached a level of leadership that makes you an example for others to follow and emulate. You can achieve even greater success yourself by sharing your knowledge to develop and motivate your entire network, and by coaching others in their ambition to succeed.



- ✓ You set the example for Leaders to follow. Continue to do all the things that have made you successful and your Leaders will see and do the same.
- ✓ Be an ambassador for Oriflame, and educate your network on the Oriflame culture, values and history.
- ✓ Inspire and motivate others and show them what success looks like – so they will have a realistic picture and know what they're working towards.



Aim for even more

Keep developing your business to reach higher and join the Executive Team, where you will be eligible for trips to international conferences three times a year, larger Cash Awards, and international recognition.

"That our experience is in demand. We're invited to share our experiences and we're happy to contribute to someone else's growth."

Olga and Victor Kukushov
Executive Directors, Russia



"Oriflame does justice to your labour, as per your efforts you get name, fame, identity, luxury, bank balance and free national and international trips."

Bharti Rajoli
Double Diamond Director/ Executive Director

What surprised you most about being an Executive?



"When you work truly hard to achieve something, success comes your way, It's not a surprise rather a remarkable achievement. Thus, dream big, have the correct mindset to achieve and work hard for it."

Anima Biswas
Executive Director, Kolkata



"This prestigious level gives a sense of complete achievement and has the power to impress and influence others because of the success and wealth. It is highly recommended that one should experience the glory of this level. "

Sangeeta Aggarwal
Executive Director, Delhi

CHAPTER 6

Executive Team

Make a difference



Lead Leaders and grow your network

You've established a successful business and know what a career with Oriflame can mean for you and your family.

The Executive Team will bring you even more benefits – Cash Awards totalling ₹66,00,000, exclusive conferences around the world, pins and international recognition are just some of them.

This level of success also makes you a role model not only to your own Personal Group, but for all Oriflame Brand Partners and Leaders in your entire network. And as your network grows larger, your role becomes more important – you are a Leader of Leaders and an ambassador for Oriflame, our culture, the products and our values.

To achieve the titles in the Executive Team you will need to leverage your skills, knowledge and experience by developing Gold Legs in your network. A Gold Leg is a Leg with a Brand Partner on any level, with two or more 22% Split-Out Groups.

Earning in the Executive Team

As an Executive Director you earn Immediate Profit, Trade Discount, Bonuses and Cash Awards. The majority of your earnings will in most cases come from bonuses.

You can qualify for all Oriflame bonuses – the 5% Oriflame Bonus, 2% Gold Bonus, 1% Sapphire Bonus, 0.5% Diamond Bonus, 0.25% Double Diamond Bonus – the 0.125% Executive Bonus

Executive Director

Qualification requirements:

Twelve 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.

Benefits:

- ₹12,00,000 cash award
- Recognition pin
- Invitation for two to the Director's Seminar**
- Invitation for 2 to the Gold Conference**
- Possibility to qualify for the Global Diamond and Executive Conferences
- Bonuses*

Gold Executive Director

Qualification requirements:

Twelve 22% Split Out Groups in your First line, 6 out of these should be Gold Legs# for 6 out of 12 Catalogue Periods.

Benefits:

- ₹15,00,000 cash award
- Recognition pin
- Invitation for two to the Director's Seminar**
- Invitation for 2 to the Gold Conference**
- Possibility to qualify for the Global Diamond and Executive Conferences
- Bonuses*

Sapphire Executive Director

Qualification requirements:

Twelve 22% Split Out Groups in your First line, 9 out of these should be Gold Legs# for 6 out of 12 Catalogue Periods.

Benefits:

- ₹18,00,000 cash award
- Recognition pin
- Invitation for two to the Director's Seminar**
- Invitation for 2 to the Gold Conference**
- Possibility to qualify for the Global Diamond and Executive Conferences
- Bonuses*

Diamond Executive Director

Qualification requirements:

Twelve 22% Split Out Groups in your First line, 12 out of these should be Gold Legs# for 6 out of 12 Catalogue Periods

Benefits:

- ₹21,00,000 cash award
- Recognition pin
- Invitation for two to the Director's Seminar**
- Invitation for 2 to the Gold Conference**
- Possibility to qualify for the Global Diamond and Executive Conferences
- Bonuses*

*Bonuses are not dependent on the title you hold. They are determined by the number of 22% Split-Out Groups in your First Line. Read more on pages 52 and 108–113.

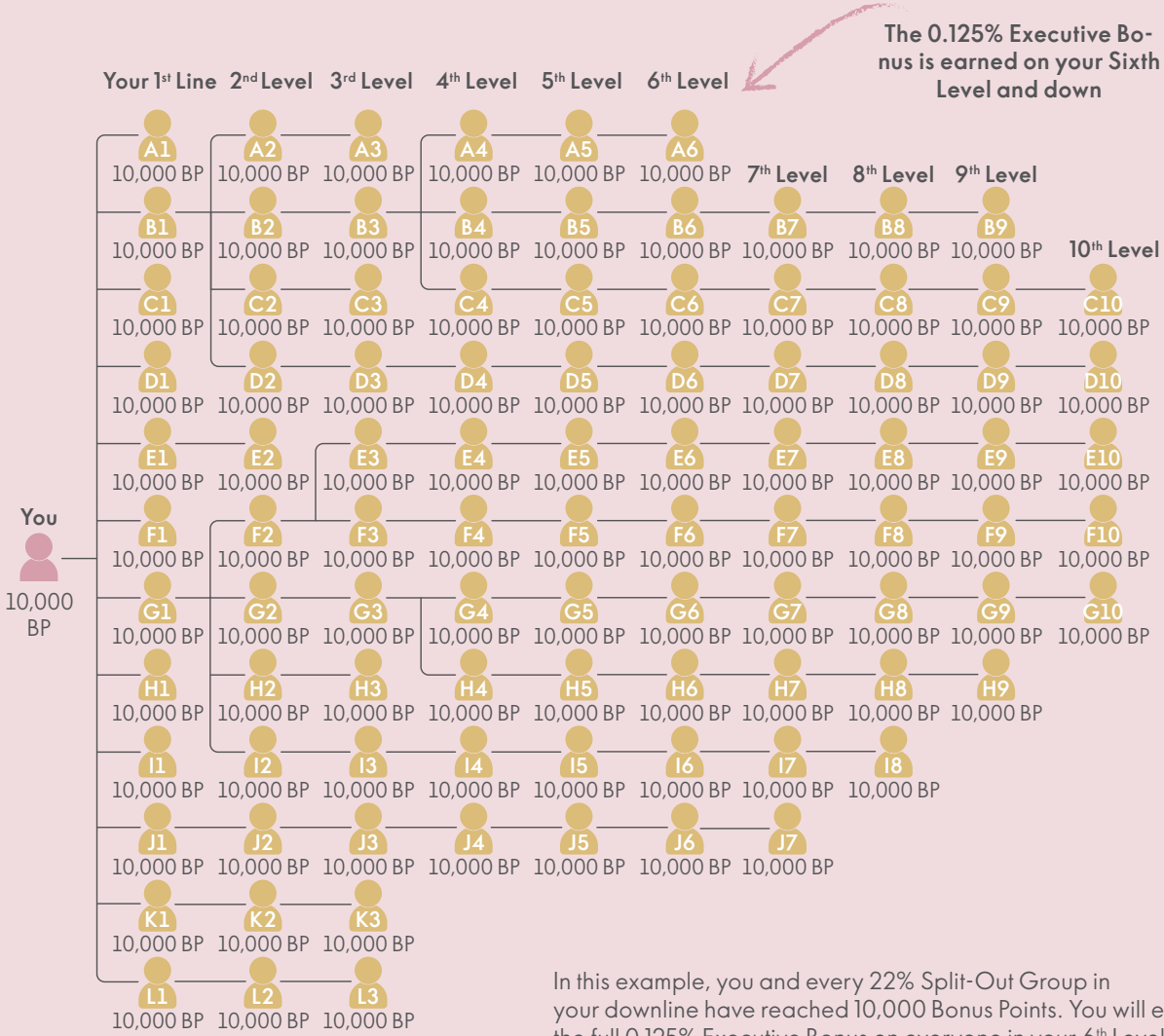
**As per Gold, Diamond and Executive Conference Criteria communicated time to time

A Gold Leg is a Leg with a Brand Partner on any level, with two or more 22% Split-Out Groups.

Requirements:
Personal sales: At least 200 Bonus Points
1st Line 22% Split-Out Groups: 12
Atleast one 22% Split-Out at the Sixth Level
Minimum Guarantee: The Bonus Points of the 22% Split-Out Groups in your Fifth Level must be at least 10,000 for you to earn the full 0.125% Executive Bonus. If the Minimum Guarantee rule applies, part of the bonus is passed up to the next 0.125% Executive Bonus qualifier. Read about how the Minimum Guarantee works on page 52.

0.125% Executive Bonus

The 0.125% Executive Bonus pays you 0.125% on the Business Volume of all 22% Split-Out Groups in your Sixth Level and all Levels below, stopping at the Fifth Level of the next 0.125% Executive Bonus qualifier.



In this example, you and every 22% Split-Out Group in your downline have reached 10,000 Bonus Points. You will earn the full 0.125% Executive Bonus on everyone in your 6th Level: A6 – J6, 7th Level: B7 – J7, 8th Level: B8 – I8, 9th Level: B9 – H9 and 10th Level: C10 – G10.

Your 0.125% Executive Bonus earnings:
0.125% x 38 x 10,000 x 39 = ₹18,525

Note: You will also earn the 5% Oriflame Bonus (₹2,28,000), 2% Gold Bonus (₹1,44,400), 1% Sapphire Bonus (₹60,800), 0.50% Diamond Bonus (₹1,12,100) and 0.25% Double Diamond Bonus (₹46,550) making your total bonus earnings in this example 2,28,000 + 1,44,400 + 60,800 + 1,12,100 + 46,550 + 18,525 = ₹6,10,375

Income shown is only indicative in nature and actual income may vary based on your width, depth and productivity of your Group as per the Success Plan



The benefits of being an Executive Director

In addition to qualifying for all six Oriflame bonuses and four Cash Awards totalling ₹66,00,000, the Executive Team enables you to qualify for four tickets to attend Executive and Diamond Conferences. Many Leaders on this level will also qualify to participate in their Regional Leadership Council for the first time. There you can meet and exchange knowledge with the top Oriflame Leaders in your region, as well as with executives from the company, and be part of decisions that are important for your business.

Some specific things you can look forward to:

- Gold pins with rubies, from one ruby to four - to distinguish each title you reach in the Executive Team.
- One-time Cash Awards - from ₹12,00,000 to ₹21,00,000 - for reaching each new title in the Executive Team.
- Possibility to qualify for four tickets to the annual Executive Conference at an exotic international destination. Previous conferences have been held in Kyoto, Gold Coast, Oman, Bangkok and Mauritius.
- Qualify for four tickets to the annual Diamond Conference at an international destination.
- Qualify for two tickets to the annual Gold Conference at an international destination.
- Possibility to qualify to be part of the TOP 15 Leadership Council.



Three key activities for successful Executive Directors

You're already experienced at performing the key activities for Directors. What you should do now is concentrate on building a solid network and helping others to develop leadership skills and reach Gold titles and higher themselves.

1

Developing new Gold Directors

- ✓ To strengthen your position and continue to grow and reach new titles in the Executive Team, you should focus on supporting the development of new Gold Directors on any level in your network.
- ✓ Identify high potential Leaders anywhere in your network and inspire them to reach the Gold Director level.
- ✓ Organise Business Planning Sessions with the high potential Leaders, develop plans to reach Gold and Diamond levels, follow up on their progress and coach them towards success.
- ✓ Attend key business activities of your high potential Leaders and use your knowledge, skills and experience to suggest how to improve them even further.

2

Leading Leaders in your entire network

- ✓ Plan and execute events for your entire network, such as:
 - Business events with company news, offers, apps, conferences and seminars.
 - Fun, motivational events and activities that create a sense of belonging.
- ✓ Be an ambassador for Oriflame and an example to follow, by:
 - Inspiring and motivating others and showing them what success looks like.
 - Educating your network on the Oriflame culture, values and history.

3

Recruiting, activating and developing new Leaders in your Personal Group

- ✓ Conduct recruitment meetings regularly and bring in new Brand Partners.
- ✓ Continue to develop new Leaders by arranging trainings, setting targets, following up on their progress and recognising them for their achievements.
- ✓ Activate your entire network by holding meetings to launch company news, running trainings and keeping up to date in your communication channels.



Striving for the top

You have all the skills and experience you need to rise to the highest level in the Oriflame Success Plan and be one of the Top Oriflame Leaders. Stay motivated and continue to put the same passion and commitment into your business – your biggest dreams and greatest achievements are just within reach.

"Being a President Director gives us the opportunity of living life king & queen size, the business class travel , Luxury cars, huge cash awards & global recognition. But most importantly it gives us the love & adulation of thousands of leaders & consultants for whom we are a source of inspiration in our own way!"

Kamini and P. N. Jha
President Director, Kolkata



"The opportunity to take part in the Global Leadership Council in Sweden as well as being able to spend time with our family thanks to our flexible earnings."

Julieta Guzmán and Ramón Corral
Gold President Directors, Mexico



**What do you
enjoy most
about being
a President?**



"As Presidents, and members of the Global Leadership Council, we enjoy being part of Oriflame's success. We're proud to honour our country with our achievements"

Nguyen Hai and Chau Hien
Senior President Directors, Vietnam



"Seeing the world with Oriflame and travelling to amazing Conference destinations with my family, as well as the recognitions I've received."

Özgül Cingil
Senior President Director, Turkey

CHAPTER 7

President Team

Success on the highest level



Titles and qualifications in the President Team

President Director	Senior President Director	Gold President Director	Sapphire President Director	Diamond President Director
<p>Qualification requirements: Twelve 22% Split Out Groups in your First line, 9 of these should be Gold Legs** and 3 should be Diamonds legs*** for 6 out of 12 Catalogue Periods.</p> <p>Benefits:</p> <ul style="list-style-type: none">₹50,00,000 Cash AwardRecognition pinInvitation for two to the Director’s SeminarThe Global Diamond and Executive ConferencesThe Gold ConferenceGlobal Oriflame car programme#Bonuses*	<p>Qualification requirements: Twelve 22% Split Out Groups in your First line, 6 of these should be Gold Legs** and 6 should be Diamonds legs*** for 6 out of 12 Catalogue Periods.</p> <p>Benefits:</p> <ul style="list-style-type: none">₹1,00,00,000 Cash AwardRecognition pinInvitation for two to the Director’s SeminarThe Global Diamond and Executive ConferencesThe Gold ConferenceBonuses*	<p>Qualification requirements: Twelve 22% Split Out Groups in your First line, 3 of these should be Gold Legs** and 9 should be Diamonds legs*** for 6 out of 12 Catalogue Periods.</p> <p>Benefits:</p> <ul style="list-style-type: none">₹1,50,00,000 Cash AwardRecognition pinInvitation for two to the Director’s SeminarThe Global Diamond and Executive ConferencesThe Gold ConferenceGlobal Oriflame car programme#Bonuses* <p><small>* Subject to change as per local criteria and programs communicated time to time</small></p>	<p>Qualification requirements: Twelve 22% Split Out Groups in your First line, 12 of these should be Diamonds legs*** for 6 out of 12 Catalogue Periods.</p> <p>Benefits:</p> <ul style="list-style-type: none">₹2,00,00,000 Cash AwardRecognition pinInvitation for two to the Director’s SeminarThe Global Diamond and Executive ConferencesThe Gold ConferenceGlobal Oriflame car programme#Bonuses* <p><small>*Bonuses are not dependent on the title you hold. They are determined by the number of 22% Split-Out Groups in your First Line. Read more on pages 52 and 108-113.</small></p> <p><small>**A Gold Leg is a Leg with a Brand Partner on any level, with two or more 22% Split-Out Groups.</small></p>	<p>Qualification requirements: Twelve 22% Split Out Groups in your First line, 6 of these should be Diamond Legs*** and 6 should be Executive legs**** for 6 out of 12 Catalogue Periods.</p> <p>Benefits:</p> <ul style="list-style-type: none">₹5,00,00,000 Cash AwardRecognition pinInvitation for two to the Director’s SeminarThe Global Diamond and Executive ConferencesThe Gold ConferenceBonuses* <p><small>*** A Diamond Leg is a Leg with a Brand Partner on any level, with six or more 22% Split-Out Groups</small></p> <p><small>****An Executive Leg is a Leg with a Brand Partner on any level, with twelve or more 22% Split-Out Groups.</small></p>

Global leadership

You’ve reached the top level of the Oriflame Success Plan.

Beyond the rewards you enjoy yourself – you’ve also developed successful Leaders and changed the lives of thousands of people along the way. All this makes you a role model and inspiration for Oriflame Leaders around the world and a global ambassador for Oriflame.

Joining the President Team also places you amongst the most successful Leaders, and your unique knowledge and experience are important to the company. Presidents collaborate closely with Oriflame management, participate in strategy discussions and provide vital feedback to company executives.

To reach the very top level of the Success Plan you need to continue leveraging your skills, knowledge and experience by developing Gold Legs, Diamond Legs and Executive Legs in your network. A Gold Leg is a Leg with a Brand Partner on any level, with two or more 22% Split-Out Groups. A Diamond Leg is a Leg with a Brand Partner on any level, with six or more 22% Split-Out Groups and an Executive Leg is a Leg with a Brand Partner on any level, with twelve or more 22% Split-Out Groups.

Earning in the President Team

In the President Team you are entitled to earn in all ways – through Immediate Profit, Trade Discount, Bonuses and Cash Awards. Your main earnings will most likely come from bonuses.



Benefits of being in the President Team

The five titles in the President Team qualify you for one-time Cash Awards from ₹50,00,000 to ₹5,00,00,000 for a total of ₹10,00,00,000 if you reach all titles in the Team.

Some specific things you can look forward to:

- Gold pins with emeralds, from one emerald to five – to distinguish each title you reach in the President Team.
- One-time Cash Awards – from ₹50,00,000 to ₹5,00,00,000* – for reaching each of the five titles in the President Team. The total amount of Cash Awards for reaching all titles in the President Team is ₹10,00,00,000.
- Qualify for four tickets to the annual Executive Conference at an exotic international destination. Previous conferences have been held in Kyoto, Gold Coast, Oman, Bangkok, Cambodia and Mauritius.
- Qualify for four tickets to the annual Diamond Conference at an international destination.
- Qualify for two tickets to the annual Gold Conference at an international destination.
- Eligible for car programme# for titles President Director, Gold President Director and Sapphire President Director.

*Special rules apply

Three key activities for successful President Directors

1

Developing new Diamond and Executive Directors

2

Leading Leaders in your entire network

3

Recruiting, activating and developing new Leaders in your Personal Group

1

KEY ACTIVITIES FOR SUCCESSFUL PRESIDENT DIRECTORS

Developing new Diamond and Executive Directors

To strengthen your position and continue to grow and reach new titles in the President Team, you should focus on supporting the development of new Diamond and Executive Directors on any level in your network.



Specific activities:

- ✓ Identify high potential Leaders anywhere in your network and inspire them to reach the Diamond and Executive Director level.
- ✓ Organise Business Planning Sessions with your high potential Leaders and develop plans to help them reach the Diamond and Executive levels. Follow up on their progress and coach them towards success.
- ✓ Attend key business activities of your high potential leaders and use your knowledge, skills and experience to suggest how they can improve these activities even further.

2

KEY ACTIVITIES FOR SUCCESSFUL PRESIDENT DIRECTORS

Leading Leaders in your entire network

- ✓ Plan and execute events for your entire network, such as:
 - Business events with company news, offers, apps, conferences and seminars
 - Fun, motivational events and activities that create a sense of belonging.
- ✓ Plan and execute trainings for your entire network.
- ✓ Be an ambassador for Oriflame and an example to follow, by:
 - Inspiring and motivating others and showing them what success looks like.
 - Educating your network on the Oriflame culture, values and history.



3

KEY ACTIVITIES FOR SUCCESSFUL PRESIDENT DIRECTORS

Recruiting, activating and developing new Leaders in your Personal Group

- ✓ Conduct recruitment meetings regularly and bring in new Brand Partners.
- ✓ Activate your entire network by holding meetings to launch company news, running trainings and keeping up to date in your communication channels.
- ✓ Continue to develop new Leaders by arranging trainings, setting targets, following up on progress and recognising achievements.





The Global Leadership Council

The Global Leadership Council is an exclusive group of the Top 15 Independent Oriflame Leaders from around the world – Leaders who have through their skill and commitment reached the very top in Oriflame. The Global Leadership Council changes every year and is made up of the 15 Leaders with the highest ranking globally, plus President Directors and higher from Greater China.

In one of the most important events of the year, the council gathers in Stockholm to meet with company executives and participate in workshops, presentations and important discussions about strategy and future visions for Oriflame. Members also give vital feedback from their markets and enjoy unique entertainment and special activities.



The Hall of Fame

All members of the Global Leadership Council are inducted into the Oriflame Hall of Fame of most successful Leaders. They are recognized on stage for their achievement and commemorated with their name and photograph on the wall in the Oriflame Global Support Office in Stockholm.

The Oriflame Hall of Fame is an important source of inspiration for us all, Oriflame Brand Partners and Leaders, corporate executives and company employees alike.





Success Plan Library

Here we've collected practical tools and overviews that will help you in your work.

The statements and examples presented here are for illustration purposes only. Oriflame does not make any guarantees regarding earnings. Actual financial results may vary between Independent Oriflame Brand Partners and will be influenced by such factors as each Brand Partners skills, business experience, individual capacity, effort and time invested.

The four ways of earning with Oriflame

*Bonus Point Conversion Chart:

Bonus Points	Trade Discount/Incentive level
10,000+	22%
6,600 – 9,999	18%
4,000 – 6,599	15%
2,400 – 3,999	12%
1,200 – 2,399	9%
600 – 1,199	6%
200 – 599	3%
0-199	0%

**** For the purpose of these examples:
1 Bonus Point = ₹38 Business Volume.**



STARTING OUT

Immediate Profit

You earn an Immediate Profit by selling products. The profit is either calculated as 20% of a product’s Catalogue Price or by subtracting the Brand Partner Price from the Catalogue Price.

Immediate Profit example:

You sell one NovAge Ecollagen Wrinkle Power set. How much will you earn?



Customer Price: ₹7,900
Brand Partner Price: ₹6,320

Immediate Profit earnings:
₹7,900-₹6,320 = ₹1,580
₹7,900*20% = ₹1,580



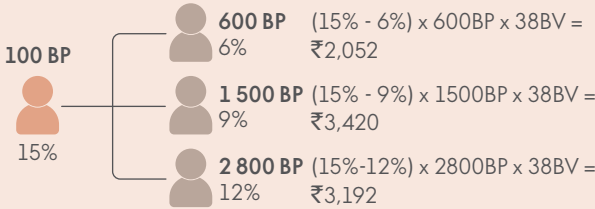
SPONSORING OTHERS

Trade Discount & Incentive

You can earn Trade Discount of 0–22% on your own Business Volume and Incentive from your Personal Group. The percentage level is determined by how many Bonus Points you have accumulated.

Trade Discount & Incentive example:

The total Bonus Points for your Personal and Group Sales during a Catalogue Period is 5,000 BP, this qualifies you for an 15% Incentive level*. You earn 15% on your Personal Sales (Business Volume) and incentive on your First Line.



Trade Discount on Personal Sales: 15% x 100 x 38 = ₹570
Incentive on Group Sales: ₹2,052 + ₹3,420 + ₹3,192 = ₹8,664
Total Earnings: ₹570 + ₹8,664 = ₹9,234



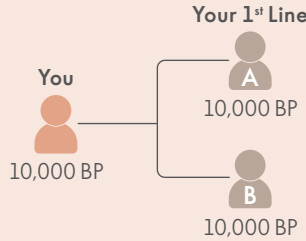
DEVELOPING LEADERS

Bonuses

By training, coaching and developing your Brand Partners, you can help them reach the 22% level. At this point, they may become 22% Split-Out Groups and you can start to earn bonuses on their Business Volume.

Bonus example:

You have developed two 22% Split-Out Groups in your First Line. Both you and the two 22% Split-Out Groups have reached 10,000 Bonus Points and you will earn the 5% Oriflame Bonus based on these results.



5% Oriflame Bonus earnings:
5% x 10,000 x 38 x 2 = ₹38,000



REACHING NEW TITLES

Cash Awards

You will receive a one-time Cash Award each time you reach a new title, starting with the title of Director. See specific team chapters for details about the title qualifications within the team, or page 134 for an overview of all title qualification requirements.

Cash Award example:

You have reached the title of Director for the first time by fulfilling the title requirements:

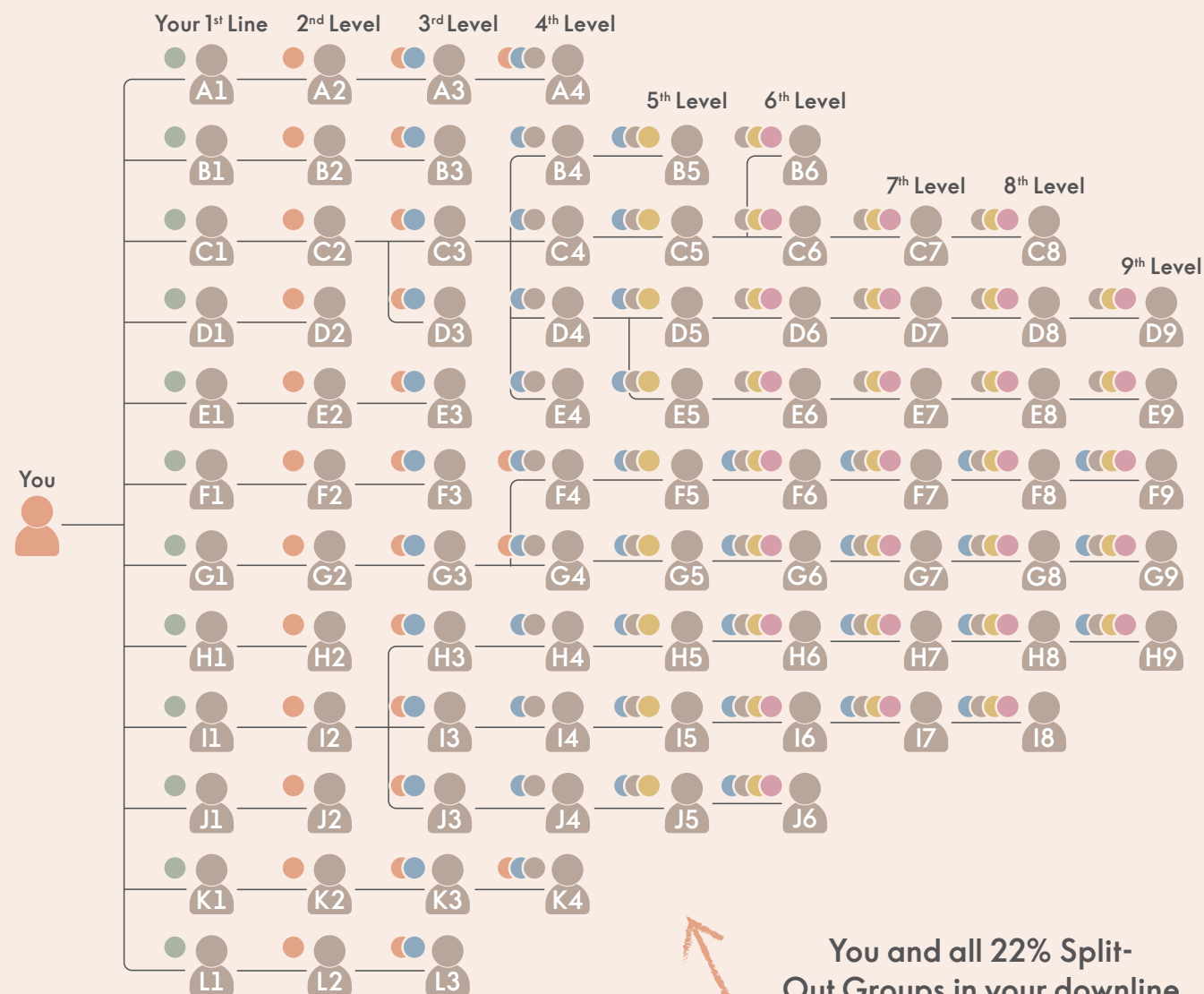
At least 10,000 BP in your Personal Group, or 1 or more 22% Split-Out Groups in your First Line and at least 4000 BP in your Personal Group or 2 or more 22% Split-Out Group for 6 out of 12 Catalogue Periods.

You receive a one-time Cash Award of ₹50,000.



Bonus overview

Bonus	22% Split-Out Groups needed in 1st Line	Earned on	Bonus Point requirement	Minimum Guarantee (see page 52)
5% Oriflame Bonus	1	5% of the Business Volume of your Fist Line 22% Split-Out Groups.	At least 200 BP in Personal Sales and at least 4,000 Bonus Points in Personal Group Sales or 2 or more 22% Split-Outs in First line.	The Bonus Points of your Personal Group must be at least 10,000 for you to earn the full 5% Oriflame Bonus. If under, the Minimum Guarantee rule applies and part of the bonus is passed up to the next 5% Oriflame Bonus qualifier.
2% Gold Bonus	2	2% of the Business Volume of your Second Level 22% Split-Out Groups and down, stopping at the First Line of the next Gold Bonus qualifier.	At least 200 BP in Personal Sales, no minimum requirements for Bonus Points in Personal Group sales.	The Bonus Points of the 22% Split-Out Groups in your First Line must be at least 10,000 for you to earn the full 2% Gold Bonus. If under, the Minimum Guarantee rule applies and part of the bonus is passed up to the next 2% Gold Bonus qualifier.
1% Sapphire Bonus	4	1% of the Business Volume of your Third Level 22% Split-Out Groups and down, stopping at the Second Level of the next Sapphire Bonus qualifier.	At least 200 BP in Personal Sales, no minimum requirements for Bonus Points in Personal Group sales.	The Bonus Points of the 22% Split-Out Groups in your Second Level must be at least 10,000 for you to earn the full 1 % Sapphire Bonus. If under, the Minimum Guarantee rule applies and part of the bonus is passed up to the next 1% Sapphire Bonus qualifier.
0.5% Diamond Bonus	6	0.5% of the Business Volume of your Fourth Level 22% Split-Out Groups and down, stopping at the Third Level of the next Diamond Bonus qualifier.	At least 200 BP in Personal Sales, no minimum requirements for Bonus Points in Personal Group sales.	The Bonus Points of the 22% Split-Out Groups in your Third Level must be at least 10,000 for you to earn the full 0.5 % Diamond Bonus. If under, the Minimum Guarantee rule applies and part of the bonus is passed up to the next 0.5% Diamond Bonus qualifier.
0.25% Double Diamond Bonus	10	0.25% of the Business Volume of your Fifth Level 22% Split-Out Groups and down, stopping at the Fourth Level of the next Double Diamond Bonus qualifier.	At least 200 BP in Personal Sales, no minimum requirements for Bonus Points in Personal Group sales.	The Bonus Points of the 22% Split-Out Groups in your Fourth Level must be at least 10,000 for you to earn the full 0.25 % Double Diamond Bo-nus. If under, the Minimum Guarantee rule applies and part of the bonus is passed up to the next 0.25% Double Diamond Bonus qualifier.
0.125% Executive Bonus	12	0.125% of the Business Volume of your Sixth Level 22% Split-Out Groups and down, stopping at the Fifth Level of the next Executive Bonus qualifier.	At least 200 BP in Personal Sales, no minimum requirements for Bonus Points in Personal Group sales.	The Bonus Points of the 22% Split-Out Groups in your Fifth Level must be at least 10,000 for you to earn the full 0.125% Executive Bonus. If under, the Minimum Guarantee rule applies and part of the bonus is passed up to the next 0.125% Executive Bonus qualifier.



You and all 22% Split-Out Groups in your downline have 10,000 Bonus Points.



Calculating Bonuses

Bonus	22% Split-Out Groups needed in First Line	Earned on
5% Oriflame Bonus	1	First Line 22% Split-Out Groups
2% Gold Bonus	2	Second Level 22% Split-Out Groups and down, stopping at the first line of the next Gold Bonus qualifier
1% Sapphire Bonus	4	Third Level 22% Split-Out Groups and down, stopping at second level of the next Sapphire Bonus qualifier
0.5% Diamond Bonus	6	Fourth Level 22% Split-Out Groups and down, stopping at third level of the next Diamond Bonus qualifier
0.25% Double Diamond Bonus	10	Fifth Level 22% Split-Out Groups and down, stopping at fourth level of the next Double Diamond Bonus qualifier
0.0125% Executive Bonus	12	Sixth Level 22% Split-Out Groups and down, stopping at fifth level of the next Executive Bonus qualifier

Using the network to the left, how big will your bonus earnings be?

- 5% Oriflame Bonus**
First Line: Earned on A1 – L1, $5\% \times 10,000 \times 38 \times 12 = ₹2,28,000$
- 2% Gold Bonus**
Second Level: Earned on A2 – L2, $2\% \times 10,000 \times 38 \times 12 = ₹91,200$
Third Level: Earned on A3 – L3, $2\% \times 10,000 \times 38 \times 12 = ₹91,200$
Fourth Level: Earned on A4, F4, G4 and K4, $2\% \times 10,000 \times 38 \times 4 = ₹30,400$
Total: $₹91,200 + ₹91,200 + ₹30,400 = ₹2,12,800$

- 1% Sapphire Bonus**
Third Level: Earned on A3 – L3, $10,000 \times 38 \times 1\% \times 12 = ₹45,600$
Fourth Level: Earned on A4 – K4, $10,000 \times 38 \times 1\% \times 11 = ₹41,800$
Fifth Level: Earned on B5 – J5, $10,000 \times 38 \times 1\% \times 9 = ₹34,200$
Sixth Level: Earned on F6 – J6, $10,000 \times 38 \times 1\% \times 5 = ₹19,000$
Seventh Level: Earned on F7 – I7, $10,000 \times 38 \times 1\% \times 4 = ₹15,200$
Eight Level: Earned on F8 – I8, $10,000 \times 38 \times 1\% \times 4 = ₹15,200$
Ninth Level: Earned on F9 – H9, $10,000 \times 38 \times 1\% \times 3 = ₹11,400$
Total: $₹45,600 + ₹41,800 + ₹34,200 + ₹19,000 + ₹15,200 + ₹15,200 + ₹11,400 = ₹1,82,400$

- 0.5% Diamond Bonus**
Earned on everyone in your 4th – 9th Levels, as no one below you has qualified to earn the 0.5% Diamond Bonus.

Total: $10,000 \times 38 \times 0.5\% \times 48 = ₹91,200$

- 0.25% Double Diamond Bonus**
Earned on everyone in your 5th – 9th Levels, as no one below you has qualified to earn the 0.25% Double Diamond Bonus.

Total: $10,000 \times 38 \times 0.25\% \times 37 = ₹35,150$

- 0.125% Executive Bonus**
Earned on everyone in your 6th – 9th Levels, as no one below you has qualified to earn the 0.125% Executive Bonus.

Total: $10,000 \times 38 \times 0.125\% \times 28 = ₹13,300$

Your total bonus earnings:
 $₹2,28,000 + ₹2,12,800 + ₹1,82,400 + ₹91,200 + ₹35,150 + ₹13,300 = ₹7,62,850$

Note: Income shown is only indicative in nature and actual income may vary based on your width, depth and productivity of your Group as per the Success Plan

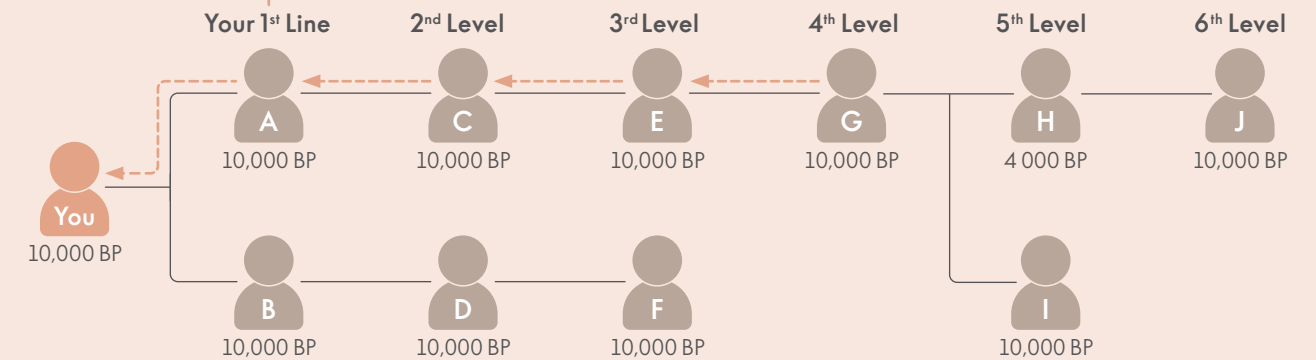


Minimum Guarantee:

For the 2% Gold Bonus, your First Line 22% Split-Out Groups must have at least 10,000 Bonus Points for you to earn the full 2% Gold Bonus on their downlines.

The 2% Gold Bonus is earned on your Second Level and down

For the purpose of this example:
1 Bonus Point = ₹38 Business Volume.



The Minimum Guarantee and bonuses

Bonuses are a reward for developing Leaders in your network.

When the minimum amount of Bonus Points required to qualify for a full bonus is not met by a bonus qualifier, an adjustment is made that distributes part of that bonus up to the next qualifier of the same bonus. This is called the Minimum Guarantee.

The Minimum Guarantee is a way to ensure that everyone in a network is rewarded fairly for their efforts in sponsoring Consultants and helping them to become Leaders. The Minimum Guarantee helps avoid situations where a low performer in your network (someone who does not maintain 10,000 BP in their Personal Group) profits from the work you have done to train and develop Leaders in deeper levels in your network.

How the Minimum Guarantee works

The Minimum Guarantee is applied to either your Personal Group or to specific levels in your network, depending on the bonus. See the Bonus Overview on pages 108-109 for details about which level the Minimum Guarantee applies to for each bonus.

To earn a full bonus, a bonus qualifier must have a minimum of 10,000 Bonus Points in either their Personal Group or in the 22% Split-Out Groups in the specific level that applies. If the bonus qualifier falls short of the Bonus Point requirement, part of the bonus passes up to the next qualifier.

Example: The Minimum Guarantee and the 2% Gold Bonus

Using the network structure and Bonus Points above, let's calculate your 2% Gold Bonus earnings. Remember, the 2% Gold Bonus is earned on your Second Level 22% Split-Out Groups and down, stopping at the First Line of the next 2% Gold Bonus qualifier.

1. You will earn the 2% Gold Bonus on C, D, E, F, G, H and I. You will not earn it on J, as G is a qualified 2% Gold Bonus earner as well and will earn that Bonus on J.
2. The combined Bonus Points for C, D, E, F, G, H and I is 10,000 + 10,000 + 10,000 + 10,000 + 10,000 + 4,000 + 10,000 = 64,000.
3. 64,000 Bonus Points = 64,000 x 38 = 24,32,000. Your 2% Gold Bonus Earnings will be 2% x 24,32,000 = ₹48,640

But there's more to the story. As you can see, H has not reached 10,000 Bonus Points, which means that the Minimum Guarantee will be applied in your favour.

Minimum Guarantee:

For the 2% Gold Bonus, the Minimum Guarantee applies to the First Line of the bonus earner. G is the first qualified 2% Gold Bonus earner in your downline and H and I form G's First Line. Since your First Line, consisting of A and B, have the minimum 10,000 Bonus Points required, you are guaranteed to earn the full 2% Gold Bonus.

But remember – H has not fulfilled the Bonus Point requirement. So, let's see how the Minimum Guarantee will compensate you for G's shortcoming in developing H to reach 10,000 Bonus Points.

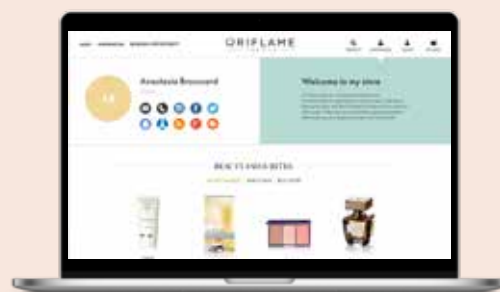
1. G's 2% Gold Bonus earnings on J are 7,600 (10,000 x 38 x 2% = ₹7,600).
2. You are guaranteed to earn the same amount (₹7,600) on H. But your actual earnings on H are 2% x 4,000 x 38 = ₹3,040, which means that you are missing 7,600 - 3,040 = ₹4,560
3. ₹4,560 will be taken from G's earnings on J and passed up to you to guarantee you earn the full 2% Gold Bonus.

Your total Gold Bonus earnings: ₹48,640 + 4,560 = ₹53,200

Oriflame tools

We've developed specialised tools to help you recommend and sell products and build your business.

Sales tools



- 1 **Social Media Library**
Images and texts for sharing in social media.

- 2 **Skin Expert App**
Professional consultations and recommendations for your customers' skin care needs.

- 3 **Makeup Wizard App**
Recommend makeup to your customers in a fun and interactive way.



- 4 **Skin Care Session Presentation**
Presentation material to run skin care sessions, recruit and sell skin care products.

- 5 **Wellness Session Presentation**
Presentation material to run Wellness sessions, recruit and sell Wellness products.

- 6 **Colour Cosmetics Guide**
A guide to Oriflame's colour cosmetics.

- 7 **Skin Care Guide**
A guide to Oriflame's skin care products and routine.

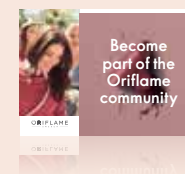


- 8 **Wellness Guide**
A guide to Oriflame's Wellness products and routine.

- 9 **The Oriflame Catalogue**
Where to find new products and great offers.



Recruitment tools



- 10 **Prospecting Flyer**
Used when prospecting for new Brand Partners.

- 11 **Opportunity Videos**
Videos for prospecting — to create interest in joining Oriflame.

- 12 **Oriflame Opportunity Presentation**
Present the Oriflame Opportunity in an inspiring way.

- 13 **Steps for Onboarding**
A step-by-step guide to starting out as an Independent Oriflame Brand Partner.



- 14 **Mobile Office**
Manage your business, get the latest news and information about programmes, place orders and register new Brand Partners.

- 15 **Oriflame App**
Get product information, place and track orders.

- 16 **Business App**
Grow and manage your business in real time.

- 17 **Conference App**
Stay updated during a conference with access to all necessary information.



Oriflame Academy

Oriflame Academy contains training modules to support you and help you succeed in every stage of your career with Oriflame.

Business training



1 For newcomers

Step 1, Get Social With Oriflame, explains how you can start to earn money by recommending and selling products. **Step 2, Discover the Business Opportunity**, addresses how recruiting and sponsoring others can increase your earnings.

2 For Managers

The **four sessions of Leadership Academy 1** tell you what to focus on in your role as Manager, from prospecting and recruiting new Brand Partners to developing a Core Team and running Oriflame Opportunity Meetings.

3 For Directors

As a Director, one of your responsibilities is training Managers to train others. **Leadership Academy 2** has **four sessions** and examines the role and responsibilities of a Director and the importance of keeping your network active.

Once you've become a Diamond Director, it's important that the Directors and Managers in your network are independent and can train their own Personal Groups. **Leadership Academy 3** is about this and much more, and also features a detailed description of the Oriflame Success Plan and the history of Oriflame.

Product training



4 S-SARPIO LEARNING CENTRE

S-SARPIO is based on best practice and an Oriflame-specific working methodology to help you develop your business offline and online and achieve your goals. S-SARPIO LEARNING CENTRE is an intensive training for Core Teams and Managers.



5 Beauty Academy

In these modules, you will learn about Oriflame products, with an emphasis on skin care products. You will learn specifics about different skin care needs and how to hold successful skin care sessions with your customers.

6 Wellness Academy

These modules will teach you about Oriflame's Wellness products and how to build a business around the Wellness product portfolio.

e-learning



7 e-learning

You can find e-learning courses on many subjects on Mobile Office. To name just a few – how the Oriflame Business Opportunity works, developing your sales and recruitment skills, and in-depth product profiles. You can also learn more about Oriflame – our brand, culture, values and history.

Oriflame Policy Manual

Code of Ethics and Rules of Conduct

It is important that you read the Oriflame Code of Ethics (the “Code”) and the Rules of Conduct (the “Rules”) below, as they form an integral part of the terms of the Brand Partner Application Form (“BPAF/e-BPAF”). An Oriflame Brand Partner must comply with the Code and Rules and any amendments communicated to the Oriflame Brand Partner.

Oriflame reserves the right to terminate at any time, and with immediate effect, the membership of any Oriflame Brand Partner who has provided false information on the Brand Partner application form or who is violating

the Code or the Rules. Terminated Oriflame Brand Partners lose all rights and privileges that accompany their membership, including their network. The Code and the Rules are there for your protection, to ensure that all fellow Oriflame Brand Partners maintain the same high standards. In line with Oriflame ethical standards, the Oriflame Brand Partners are expected to, and shall comply with any and all legal requirements of the country where they operate their Oriflame business even if certain obligations are not restated in the Code or the Rules.



Oriflame Code of Ethics

As an Oriflame Brand Partner, I agree to conduct my Oriflame business according to the following principles:

1. I will uphold and follow the Rules as laid out in the Oriflame Literature. I will observe not only “the letter” but also “the spirit” of the Rules.
2. My guiding principle for doing business with anyone I meet in my capacity as an Oriflame Brand Partner is to treat them as fairly as I would like to be treated myself.
3. I will present the Oriflame Products, the Oriflame business opportunities, the related trainings and the other opportunities and benefits offered by Oriflame to my customers and Brand Partners in an honest and truthful manner. Whether verbal or in writing, I will make only such claims related to the product, the earnings and the other opportunities that are mentioned in the official Oriflame Literature (including Appendix 1).
4. I will be courteous and prompt in servicing and taking orders from my customers, as well as in the handling of complaints. I will follow the procedures outlined in the official Oriflame Literature for replacement of products.
5. I will accept and carry out different prescribed responsibilities of an Oriflame Brand Partner (and those of a Sponsor and Director (and above) when I progress to those levels of responsibility) as laid out in the official Oriflame Literature.
6. I will conduct myself in such a manner as to reflect only the highest standards of integrity, honesty and responsibility. I will at all times, ensure good conduct towards customers, Brand Partner and Oriflame employees.
7. I shall not in any circumstances use the Oriflame network for marketing products or services other than those approved by Oriflame.
8. I will respect the laws and regulations of the country where I conduct my Oriflame business.
9. I understand that compliance with this Code and the Rules is a condition of my membership with Oriflame.
10. To sell and deliver products to ultimate consumers only. I recognize the importance of providing the best possible service to customers. It is understood that Oriflame is a direct to Consumer Company whose marketing plans and success are based upon Brand Partner personally selling Oriflame products directly to consumers. For these reasons, I agree to present and sell Oriflame products using direct-to-consumers methods only and not in any other manner whatsoever.
11. I agree to present and sell Oriflame products using direct-to-consumers methods only and not to sell to, sell in, demonstrate or display Oriflame products in any retail outlet of any nature including any retail/ecommerce website.
12. Not to sell complimentary promotional material provided by Oriflame.

13. That all orders submitted are subject to acceptance by Oriflame.

14. I am not authorized to incur any debt or other obligation or commitment on behalf of Oriflame.

15. To accept and comply with Terms of BPAF and Oriflame Success Plan. I understand that the Success Plan forms an integral part of this Code and Rules and may be revised from time to time.

16. Oriflame shall give each Brand Partner who qualifies (under Oriflame rules set out in the Success Plan) a Trade Discount based on the volume of purchases from Oriflame in each month. This discount will normally be calculated and accounted for in respect of purchases in a calendar month at the month end. However, Oriflame may withhold the Trade Discount which is otherwise payable to any Brand Partner if there is any outstanding in the Group in respect of any period beyond the credit period or Oriflame suspect that payment may not be received against the sales made during any period or for any other good reason at the sole discretion and judgement of Oriflame and may additionally forfeit the same in appropriate cases at the sole discretion and judgement of Oriflame. Brand Partners should ensure compliance (as applicable) with the Goods and Services Tax law with respect to the aforesaid Trade Discount.

17. INCENTIVES:

(i) That I agree and authorize Oriflame on its behalf to allocate a portion of Incentive (arising out of the activities within the Group) to other Brand Partners as per the Success Plan and hereby further assigns all right and interest in such allocated Incentive given to other Brand Partner who may be so entitled.

(ii) As per the requirement of GST law, I would be required to prepare the necessary documentation and shall undertake the necessary compliances, as applicable

(iii) This Incentive will normally be calculated and accounted for in respect of purchases in a calendar month at the month end. However, Oriflame may withhold the Incentive which is otherwise payable to any Brand Partner if there is any outstanding in the Group in respect of any period beyond the credit period or Oriflame suspect that payment may not be received against the sales made during any period or for any other good reason at the sole discretion and judgement of Oriflame and may additionally forfeit the same in appropriate cases at the sole discretion and judgement of Oriflame..

18. In the event that the sum due to me is less than the limit specified by Oriflame from time to time, I hereby irrevocably authorize Oriflame to apply or credit such sum towards any future purchase made by me.
19. That Oriflame does not compensate anybody for simply recruiting or for mere act of recruitment.

20. To be bound by the valuation of all transactions as set out in the documents issued by Oriflame at each month end or otherwise.

21. To settle all account with Oriflame in a timely manner, failure to do so will incur additional charges. An annual interest of 24% will be charged from due date of the goods supplied remaining unpaid. I agree and authorizes Oriflame to write back amount in the account with Oriflame after 10 months from the date of last purchase.

22. To participate in the electronic clearance service (ECS) introduced by RBI and undertakes to inform immediately of any subsequent changes related to the bank details. I would not hold the Company responsible if the trade discount payment is delayed for the reasons beyond the control of Oriflame.

23. To furnish Permanent Account Number (PAN) immediately on receipt of request from Oriflame & agree to accept a consolidated TDS certificate towards Tax deducted at source by Oriflame for the period/year ending on 31st March (i.e. financial year). I further agree & authorize Oriflame to debit my account with the TDS as per the Income Tax Act & deposit the same on my behalf and at a higher rate in case PAN is not provided.

24. To explain and inform about the general conditions of Oriflame to the Brand Partner introduced by me and shall ensure that the same has been understood by the Brand Partner introduced by me.

25. I shall not extend any offer or promotion or scheme in relation to Oriflame products and/ or services, that is not approved by Oriflame or that is inconsistent with Oriflame policies and procedures.

26. I shall carry my valid Oriflame identity card along with government recognized ID card while conducting your Oriflame business and solicit prior approval before visiting any customer’s premises.

27. I expressly agree to receive commercial communications about Oriflame products and offers by email and text message in registered email id and phone numbers.

28. I confirm that I will personally update and inform all those who I introduce to Oriflame business, about Oriflame business activities, policies and compensation plan as provided in the Success Plan and ensure that such person treats this as basis of joining as Oriflame Brand Partner.

POLICY MANUAL

Oriflame
Rules of
Conduct

1. Definitions

- A. “Oriflame Brand Partner” shall for the purpose of this document include any Oriflame Brand Partner irrespective of title and level (including Group Managers, Directors and above).

B. “Personal Online Beauty Store” shall refer to a website designed, issued and hosted by Oriflame for the benefit of an Oriflame Brand Partner in selected markets.

C. “Oriflame” in this document refers to the local Oriflame entity with which you entered into the e- Brand Partner Application Form (e-BPAF), unless otherwise stated.

D. “Line of Sponsorship” shall include the Oriflame Brand Partner, his/her Sponsor, and so forth, with the line ending with Oriflame.

E. “Personal Group” shall refer to all Oriflame Brand Partners and VIP Customers at different level of distribution sponsored directly or indirectly by an Oriflame Brand Partner but shall not include the directly sponsored 22% Brand Partners or their downlines.

F. “Group” shall refer to the entire downline, including 22% Oriflame Brand Partners and their downlines and VIP customers.

G. “The Oriflame Literature” shall mean the Success Plan, Code and Rules, e- BPAF, the Product Catalogues, the Newsletter and any other information printed or published on the official Oriflame website or communicated to you by Oriflame from time to time.

H. “Sponsor” shall mean the person introducing a new person to Oriflame Brand Partner ecosystem.

I. “Trade Discount” shall mean an amount you get on your own sales based on your title as per the Success Plan.

J. Incentive shall mean an amount you get on the Group sales as per the Success Plan.

Words beginning with a capital letter, but which are not defined herein, shall have the same meaning as in the previous sections of the Success Plan or Oriflame Literature.

2. Membership

- 2.1.** To become an Oriflame Brand Partner a candidate should as a general rule be sponsored by an existing registered Oriflame Brand Partner. Under certain circumstances, Oriflame can assign a prospective Oriflame Brand Partner to any network.
- 2.2.** An individual shall only have one Oriflame membership.
- 2.3.** Oriflame reserves the right to refuse any application or re-application.
- 2.4.** An applicant must be of the age of legal capacity to be an Oriflame Brand Partner.
- 2.5.** Membership shall only be granted to individuals. Spouses wishing to become Brand Partners should be sponsored together under one membership. If a spouse is already a Brand Partner, the other must join under the same membership.
- 2.6.** An Oriflame Brand Partner may withdraw from her membership within 30 days after joining (or longer if applicable under local legislation) and receive a refund for products purchased during this 30 days' period as per applicable Oriflame policies as long as the products are returned in a saleable condition.
- 2.7.** The Oriflame Brand Partners may resign from their membership after the expiration of the Cooling-Off Period by giving written notice to Oriflame.
- 2.8.** Former Oriflame Brand Partners (or spouses of former Oriflame Brand Partners) may apply for new membership under the following conditions:
 - a)** Immediately, in case of auto termination due to failure to place BP order by the end of 2 calendar months after the calendar month in which the Brand Partner has registered with Oriflame. For the avoidance of doubt and as an example, a Brand Partner's registration with Oriflame will be terminated in September, 2020 end if he/ she registers on July 01, 2020 and does not place a BP order in July, 2020 or August, 2020 or September, 2020. The new application must specify that it is being made under this rule.
 - b)** A former Oriflame Brand Partner may apply immediately for becoming a Brand Partner again, without specifying that he/she was a former Oriflame Brand Partner, if he/she has at least 12 months of inactivity following a termination of membership.

- 2.9.** Oriflame has the right to terminate an Oriflame Brand Partner for any breach of the Code of Ethics and/or Rules of Conduct.
- 2.10.** Oriflame reserves the right to suspend an Oriflame Brand Partner's membership for up to 12 months with immediate effect, pending investigation of violation of the Rules.
- 2.11.** The Brand Partner shall not sponsor, engage or employ any person who is a Brand Partner in any other Group other than his/ her own Group

3. Maintaining Lines of Sponsorship

- 3.1.** Oriflame Brand Partners are only allowed to re-register under a different line of sponsorship if they resign from their membership and apply for new membership under 2.8. If they do resign their entire Group is lost and transferred to their original Sponsor.
- 3.2.** The transfer of membership from one Sponsor to another is only possible in special cases and at the sole discretion of Oriflame.
- 3.3.** Transfer of a Group, Personal Group or part thereof is not allowed.
- 3.4.** Oriflame Brand Partners who wish to transfer their membership may be allowed to do so, but only to their closest relatives (at the discretion of Oriflame). A letter requesting such a transfer must be sent to Oriflame. Oriflame Brand Partners who have transferred their membership under this rule may apply for membership again if at least six months have elapsed since their last Membership was transferred.
- 3.5.** In case of an Oriflame Brand Partner's death, the Membership will be terminated within three months after the day of the death provided that no application for transferring of the Membership is made by the next of kin in accordance with clause 3.4. Upon termination, all pending payments to the deceased Oriflame Brand Partner will be made to the authorised heir(s) of the Oriflame Brand Partner. Oriflame reserves the right to request documents proving the authorisation of the heir(s) as a condition of the payment.
- 3.6.** An immediate family member, i.e. son, daughter, mother or father, brother, sister and in-laws of an existing Brand Partner, shall not join Oriflame in a different network unless such a joining is approved by Oriflame on a written application from such relative who wishes to join.

4. Responsibilities of a Brand Partner

General responsibilities:

- 4.1.** An Oriflame Brand Partner shall not place orders in the name of another Oriflame Brand Partner, without that Oriflame Brand Partners written approval.
- 4.2.** Oriflame Brand Partners shall comply with all laws, regulations and codes of practice including the direct selling guidelines applying to the operation of their membership, including with any tax laws and regulations regarding tax registration and filing. The Oriflame Brand Partners shall not engage in any activity which may bring either them or Oriflame into disrepute.
- 4.3.** Oriflame Brand Partners must take appropriate steps to ensure the protection of all private information provided by a customer, a potential customer, another Oriflame Brand Partner, in accordance with the local laws that apply to privacy and data protection.

Responsibilities towards customers:

- 4.4.** Oriflame Brand Partners shall not use misleading, deceptive or unfair sales practices.
- 4.5.** From the beginning of the contact with a consumer, the Oriflame Brand Partner shall identify her-/himself and explain the purpose of her/his approaching a customer or the purpose of the occasion. The Oriflame Brand Partner shall ensure full transparency of her/his identity as Oriflame Brand Partner in any related communication, whether by email, a website, social media page etc. Clear name and contact information as well as information that the sender is not an Oriflame official representative must be provided. The word "Independent" shall always be added before "Oriflame Brand Partner" on any identity representation such as e-mail signatures, business cards, on website, social media page and the like.
- 4.6.** Oriflame Brand Partners shall offer their customers accurate and complete product explanations and demonstrations regarding price and, if applicable, credit terms; terms of payment; a cooling-off period, including return policies; terms of guarantee; after-sales service; and delivery dates. Oriflame Brand Partners shall give accurate and understandable answers to all questions from customers.
- 4.7.** To the extent claims are made with respect to product efficacy, Oriflame Brand Partners shall make only those verbal or written product claims that are authorized by Oriflame.
- 4.8.** For all product sales to its customers Oriflame Brand Partners shall deliver or make available to the customer a product order form/ invoice which: identifies Oriflame, the Oriflame Brand Partner making the sale including their name, address and telephone number, all material terms of the sale, terms of guarantee and/or warranty, details and limitations or after-sales service, the duration of the guarantee and the remedial action available to the customer.
- 4.9.** Oriflame Brand Partners shall not use any testimonial or endorsement that is unauthorised untrue, obsolete or otherwise inapplicable, unrelated to the offer or used in any way likely to mislead the customer.
- 4.10.** Oriflame Brand Partners shall not use comparisons which are misleading. Points of comparison shall be based on facts which can be substantiated. Oriflame Brand Partners shall not unfairly denigrate any other company, business or product, directly or by implication. Oriflame Brand Partners shall not take unfair advantage of the goodwill attached to the trade name and symbol of another company, business or product.
- 4.11.** When a customer requests the Oriflame satisfaction guarantee to be honoured the Oriflame Brand Partner shall offer the customer the choice of a full refund of the purchase price or full credit for exchange with the same or another Oriflame product. The return/ Guarantee Excellence Claims Policy shall be clearly communicated to customers.
- 4.12.** The Oriflame Brand Partner will make personal, telephone or electronic contact in a reasonable manner and during reasonable hours to avoid intrusiveness. The Oriflame Brand Partner shall discontinue a demonstration or sales presentation upon the request of the consumer.
- 4.13.** The information the Oriflame Brand Partner gives to the consumer shall be provided in a clear and comprehensible manner with due regard to the principles of good faith in commercial transactions and the principles governing the protection of those who are unable, pursuant to national legislation, to give their consent, such as minors.
- 4.14.** Oriflame Brand Partners shall not abuse the trust of individual consumers and shall respect the lack of commercial experience of consumers and shall not exploit a consumer's age, illness, mental or physical infirmity, credulity, lack of understanding or lack of language knowledge.

4.15. Oriflame Brand Partners shall not induce a person to purchase products based on the representation that the customer can reduce or recover the purchase price by referring prospective customers to the Oriflame Brand Partner for similar purchases, if such reductions or recovery are contingent upon some future event.

4.16. Oriflame Brand Partners shall fulfill customer orders in a timely manner.

Responsibilities towards other Oriflame Brand Partners:

4.17. Oriflame Brand Partners shall not steal an applicant from other Oriflame Brand Partners, nor interfere by soliciting Oriflame Brand Partners in the line of sponsorship of another Oriflame Brand Partner.

4.18. An Oriflame Brand Partner shall not misrepresent the actual or potential sales or earnings of Oriflame Brand Partners. Any earnings representations and sales figures must be: (a) truthful, accurate, and presented in a manner that is not false, deceptive or misleading, and (b) based upon documented and substantiated facts in the relevant market. Potential Oriflame Brand Partners must: (a) be informed that actual earnings and sales will vary from person to person and will depend upon the skills of the seller, the time and effort put in and other factors and; (b) be provided with sufficient information to enable a reasonable evaluation of the opportunity to earn income.

4.19. An Oriflame Brand Partner shall not charge other Brand Partners or prospective Brand Partners fees for any non-Oriflame developed/sanctioned materials or services except fees to cover expenses directly related to non-mandatory training or meetings conducted by the Oriflame Brand Partner.

Any marketing materials developed by Brand Partners must be consistent with Oriflame policies and procedures. Oriflame Brand Partners who sell approved, legally allowed promotional or training materials to other Oriflame Brand Partners: (i) shall only offer materials which comply with the same standards to which Oriflame adheres, (ii) be prohibited from making the purchase of such materials a requirement of other Oriflame Brand Partners; (iii) provide sales aids at a reasonable and fair cost, without any significant profit to the Oriflame Brand Partner, equivalent to similar material available generally in the marketplace; and (iv) offer a written return policy that is the

same as the return policy of Oriflame.

4.20. Oriflame Brand Partners shall contact other Oriflame Brand Partners only in a reasonable manner and during reasonable hours to avoid intrusiveness.

4.21. Oriflame does not impose any conditions for minimum purchases, whether in quantities or in value, on its Brand Partners. Similarly, an Oriflame Brand Partner shall not compel or force those he/she sponsors to order through him/ her, order any minimum quantities or maintain stock of products. All Oriflame Brand Partners may order any quantities directly from Oriflame but handling and courier fees may apply depending on order size. It is up to the individual Oriflame Brand Partner's judgment to determine if he/she should keep any stock, reflecting the anticipated sale / consumption. Oriflame Brand Partners shall not require or encourage other Oriflame Brand Partners to purchase unreasonable amounts of inventory or sales aides. An Oriflame Brand Partner shall purchase only such products and, in such value or quantity, that can be foreseen to be sold to consumers or consumed within a reasonable period of time.

4.22. Oriflame Brand Partners shall not use the Oriflame network for marketing materials, products or schemes which are not officially approved by Oriflame and that are inconsistent with Oriflame's policies and procedures.

4.23. Oriflame Brand Partners shall not systematically entice or solicit direct sellers of another company.

4.24. Oriflame Brand Partners shall not unfairly denigrate another company's products, its sales and marketing plan or any other feature of another company.

4.25. The Oriflame Brand Partners do not have any employment relationship with Oriflame. When presenting the Oriflame business opportunity to others, the Oriflame Brand Partners must clearly state the independent character of this business and the fact that no employment with Oriflame exists.

4.26. The Oriflame Brand Partners have no authority to bind or assume obligations on behalf of Oriflame. They shall indemnify Oriflame in respect of any costs or damages arising from any noncompliance to these Rules.

4.27. Oriflame Brand Partner shall not join WhatsApp Groups/ Webinars/ Online Trainings hosted by other Brand Partners

through any social media account unless you have specifically been invited to them. Brand Partners shall not leave unwarranted comments on social media posts of other Brand Partners.

4.28. In building their Personal Group, the Oriflame Brand Partners shall ensure that all new Oriflame Brand Partners will follow the credit terms, if credit is offered.

4.29. In becoming a Sponsor, the Oriflame Brand Partner shall ensure that he/she trains and motivates her personally sponsored Oriflame Brand Partners.

4.30. An Oriflame Brand Partner may not be involved in interviews regarding, or referring to Oriflame with any media, whether by television, internet, radio, magazines etc. nor utilise any advertising media (including viral advertising as SMS, internet etc) for the purposes of marketing of her Oriflame business without Oriflame's prior written consent.

4.31. The Oriflame Brand Partners shall not be involved in social media dialogues which misrepresent or give incorrect or misleading information about Oriflame, its products or services, or may generally lead to loss of reputation by Oriflame, please see below the 10 Golden Rules of Social Media as per Digital Guidelines Handbook as under Brand Partner Digital Policy in Appendix 2.

4.32. The Oriflame Brand Partners shall not use misleading, deceptive and/or unfair trade practices including but not limited to unfair recruiting practices, misrepresentation of actual or potential sales or earnings, business opportunity, and advantages of direct selling to any prospective direct seller, in their interaction with prospective direct seller.

4.33. The Oriflame Brand Partners shall not make any factual representations to a prospective direct seller that cannot be verified or make any promise that cannot be fulfilled.

4.34. The Oriflame Brand Partners shall not knowingly make, omit, engage, or cause, or permit to be made, any representation relating to the direct selling operation, including remuneration system and agreement between Oriflame and itself which is false and / or misleading.

4.35. The Oriflame Brand Partner shall not require or encourage direct sellers recruited by him/ her to purchase Oriflame

Products in unreasonably large amounts.

4.36. The Oriflame Brand Partner shall not provide any Oriflame Literature and / or training materials not restricted to collateral issued by Oriflame, to a prospective and / or existing direct seller or float any scheme which has not been approved by Oriflame.

4.37. The Oriflame Brand Partner shall not require prospective or existing direct Sellers to purchase any Oriflame Literature or training materials or sales demonstration equipment.

5. Other Rules and Policies

5.1. Senior Manager (and above) shall not represent (and/or be a member of) any other direct selling company.

5.2. Spouse of a Senior Manager (and above) shall not represent (and/or be a member of) any other direct selling company.

5.3. There are no exclusive territories or franchises available under the Oriflame policy. No Oriflame Brand Partner has the authority to grant, sell, assign or transfer such a territory or franchise.

Every Oriflame Brand Partner must conduct his/her business only in the area of the country of registration. For instance, for a Brand Partner registered with Oriflame in India, he/ she must restrict his/ her business only in India.

5.4. The Oriflame Brand Partner must respect that Oriflame operates in certain markets, and not in all countries worldwide, strictly observing its obligations re product safety, product registration, import and other rules that may apply to trade in the respective countries. Oriflame bears no responsibility for any damage, disputes or claims arising from or related to cross-border trade conducted by Oriflame Brand Partners to countries outside of markets where the Brand Partner is registered. Thus, Oriflame will hold the Oriflame Brand Partner fully liable for any such claims.

5.5. An Oriflame Brand Partner is independent of Oriflame. The only title which may be used on business cards, other printed materials or in email communication is "Independent Oriflame Beauty Brand Partner" or "Independent Brand Partner for Oriflame" and "Independent Oriflame Brand Partner".

5.6. Promotional materials, Personal Online Beauty Store and any

social media applications provided by Oriflame can be used as specified without further approval. It is understood that the Oriflame Brand Partners cannot register or host a website or homepage with the domain name including the word “Oriflame”.

The Oriflame Brand Partners can drive traffic to official Oriflame websites, blogs walls and the like. Oriflame reserves the right to pre-approve the material that will be published. The policy for online presence of Oriflame Brand Partners is further described in the Brand Partner Online/ Digital Policy below (Appendix 2).

- 5.7. Oriflame trademarks, logos and name are the property of Oriflame Cosmetics A.G. and may not be used by the Oriflame Brand Partner, neither in printed materials nor published on the Internet, without prior written consent from Oriflame. If such consent is obtained, trademarks and logos must be used exactly as stated in the Oriflame guidelines.
- 5.8. No Oriflame Brand Partner shall produce or procure from any source other than Oriflame any item upon which the trademarks or logos are printed or displayed, unless approved by Oriflame in writing.
- 5.9. All Oriflame printed material, videos, photographs, design are protected by copyright and shall not be reproduced in whole or in part by anyone, neither in printed materials nor published on the Internet, without prior written approval from Oriflame. When copyrighted material is legitimately used it is mandatory that reference to the Oriflame copyright is made in a visible and unambiguous way.
- 5.10. No Oriflame Brand Partner shall sell to, sell in, demonstrate, or display Oriflame products in any retail outlet, web shop, and auction platform such as Ebay or the like. No Oriflame Literature may be sold or displayed in such retail outlets. Establishments which technically are not retail outlets, such as beauty parlors, may be used as venues to display, but not sell the products.
- 5.11. The contents of the Oriflame websites such as text, graphics, photographs, designs and programming are also copyright protected and cannot be utilized for any commercial use without prior written approval from Oriflame.
- 5.12. Spamming (the abuse of electronic messaging systems to indiscriminately send unsolicited bulk messages) is strictly prohibited. An Oriflame Brand Partner shall subject to

applicable law limit the number of promotional emails sent to end-customers so that any individual recipient does not receive more than one message per week. These messages cannot be sent on behalf of Oriflame and therefore full responsibility for contents lies on the sender.

- 5.13. Under no circumstances is any person authorised to repackage or in any way alter the packaging or labelling of the products. Oriflame products are to be sold in their original packaging only.
- 5.14. The Oriflame products do not cause damage or injury if they are used for their intended purpose and in accordance with instructions provided. Oriflame carries product liability insurance on its products. The insurance covers injury or damage where a faulty product is involved but does not cover careless or negligent application or improper use of a product.
- 5.15. Oriflame reserves the right to deduct, at any time, any overdue invoices from any Performance Discount or Bonus due for payment to the Oriflame Brand Partner.
- 5.16. Oriflame has the right to change its prices and range without prior notice. Oriflame will not give a Trade Discount, Incentive, Bonus or any other compensation for any losses suffered due to price changes, range changes or products being out of stock.
- 5.17. If requested upon termination of a Brand Partner’s relationship with Oriflame, Oriflame agrees to:
 - a. repurchase products from the Brand Partner, except in case of violation of the Oriflame Literature. All of the following conditions must be met for Oriflame to grant a refund:
 - returns must be made within 12 months from date of purchase,
 - and - will be refunded at 90% of the original net price paid after deduction of any Trade Discount, Incentive or Bonus paid to the network,
 - and - items returned must be currently marketable Oriflame inventory including any Oriflame produced promotional materials, sales aids or kits,

For the purposes of this clause (a), currently marketable Oriflame inventory means any products that:

 - have not been used, opened or tampered with in any way;
 - and - have not passed the expiry date;

and - are still marketed by Oriflame in its catalogues.

- 5.18. If an Oriflame Brand Partner in any way is involved, legally or otherwise, in any dispute or activity that may involve or negatively affect Oriflame or its reputation, such Oriflame Brand Partner must immediately inform Oriflame.
- 5.19. Oriflame reserves the right to expand or revise the Oriflame Success Plan, qualification criteria, or the Code and Rules with immediate effect.
- 5.20. Any Cash on Delivery order (COD) placed by Brand Partner with Oriflame through all means shall be confirmed sale and accordingly all the risks and rewards shall be transferred to the Brand Partner.
- 5.21. Oriflame shall provide Cash Award as eligibility criteria communicated subject to full compliance with the Terms including but not limited to Oriflame’s Code of Ethics, other rules and policies and responsibilities of Oriflame’s Directors as mentioned below in Clause 6.

6. Rights and Responsibilities of Directors and Any Higher Levels

In addition to the general rules above that apply to all Oriflame Brand Partners, the following rules apply specifically to Directors and above. Violation of any of these special rules will result in immediate loss of Directors (and above) status and any underlying privileges - including any related remuneration - and may even result in termination of membership.

- 6.1 As a Director (and above) you must service your Personal Group Brand Partners during each Catalogue Period by:
 - a) Recruiting and continuously developing your Personal Group.
 - b) Assisting, guiding and motivating the members of the Personal Group.
 - c) Conducting periodic meetings to train, motivate, set goals and to follow up.
 - d) Must provide Training to the Brand Partners in your downline as per Success Plan to best conduct their Oriflame business.

- e) Maintaining frequent communication, informing about meeting dates, venues, product news, training sessions, etc.
- f) Participating in all seminars and meetings organized by Oriflame.
- g) Enforcing the Code and the Rules and leading by example.
- h) Attending business meetings with Oriflame that you are called upon to attend by your Area Sales Manager.

- 6.2. If the spouse of a Director (and any higher level) is a representative and/or a member of any other direct selling company, the spouse is not allowed to participate in any Oriflame meetings and events, and the spouse’s activities must be kept separate from Oriflame. Senior Manager (and above) must inform Oriflame if the spouse is a representative and/or a member of any other direct selling company.
- 6.3. In case of a Director (and above)’s death, a Membership may be inherited by the Director (and above)’s next of kin in accordance with the law of the applicable country. Written claim for the Membership must be made within 3 months from the date of the death. In the absence of any such claims, the Membership will be terminated. For clarity, the legal beneficiary of the Membership must agree and comply with the terms and conditions of being a Brand Partner.
- 6.4. Director (and above) must follow any additional rules or instructions communicated in writing by Oriflame from time to time.

7. Complaint Handling Procedure

- 7.1. Any complaint based on breaches of the Code of Ethics and Rules of Conduct shall be addressed to the local Oriflame sales organisation and/or the Managing Director of the Oriflame company operating in the country in question. The complaint handling body in each Oriflame market is lead by the Managing Director (Oriflame Code Administrator) of the local Oriflame company.

Appendix 1 Communication Guidance

WHEN APPROACHING A CUSTOMER/ POTENTIAL ORIFLAME MEMBER DO:

- **DO:** Identify yourself and Oriflame
- **DO:** explain the purpose of your solicitation and the types of products Oriflame has
- **DO:** Try to answer any and all questions in a fair, truthful and understandable way
- **DO:** only make claims about the products that are authorised by Oriflame. Refer your contact to the Oriflame website where she can read more about the products and the claims;
- **DO:** Respect the privacy and other personal restraints the person may be under (e.g. time, place, age, physical condition)
- **DO:** Stop any explanation (and leave) if asked to do so
- **DO:** only collect and/or store personal data of customers or potential customers when it is required and ensure you handle and protect that personal data in accordance with local laws on privacy and personal data protection
- **DO:** Whenever you are selling Oriflame products:
 - inform the customer about the correct price of the products, terms of payment and delivery date
 - give your customer a written order form at the time of sale
 - inform the customer about the right to return and get a refund for products delivered which are re-sellable as new
 - Oriflame's product guarantees, after-sales service and complaint handling procedures.

WHEN APPROACHING A CUSTOMER/ POTENTIAL ORIFLAME MEMBER DO NOT:

- **DO NOT:** Push the customer to buy or join – it is OK if they don't; they may still come back to you if you have made an impression of professionalism and have treated them fairly.
- **DO NOT:** Overstate the product features – fairly and honestly present your experience using a product; always refer to the product leaflet or another information provided by the company
- **DO NOT:** Overstate any facts about:
 - o the use, features and characteristics of the Oriflame products
 - o the income opportunity Oriflame offers (in terms of e.g. time and easiness to reach levels, expected amounts earned at each level and generally the easiness and likelihood of being successful – remember; it all depends on the time and effort one is willing to put in and an individuals' personal skills
 - o your own success and experience with Oriflame or use someone elses' statement of success which is not true or which is misleading

- **DO:** when presenting to potential Brand Partners:
 - Inform them that actual earnings and sales will vary from person to person and will depend upon the skills of the seller; the time and effort put in and other factors; and
 - Provide them with sufficient information at the time of sale:
- Name, Address, registration number or enrollment numbers, identity proof and telephone number of the direct seller and details to enable a reasonable evaluation of direct selling entity;
- A descriptions of the goods or services to be supplied;
- Explain to the customer about the goods and replacement procedure in case of defect;
- The order, date, delivery date, the total amount to be paid by the consumer along with the bill and receipt;
- Time and place for inspection of the sample and delivery of goods;
- Information of his/her rights to cancel the order and/or opportunity to return the product in saleable condition and avail full refund on sums paid/ income paid;
- Details regarding the complaints redressal mechanism

Always feel free to remind your contact about the fact that Oriflame is a reputable direct selling company that focuses on the development of innovative products in a sustainable way. Oriflame offers quality products and the ability to build a business. The business opportunity provides an independent, fun and flexible way of improving one's financial position while enhancing one's abilities and self-esteem

- **DO NOT:** Lie, mislead or deceive or be aggressive, intrusive or disrespectful
- **DO NOT:** Hesitate to tell your contact if you do not have, or are not sure about the answer to her question and contact the Oriflame Sales Support to clarify the question; then return to her with a correct answer
- **DO NOT:** Use improperly or without the required authorization the personal data of customers, other Oriflame Brand Partners and or potential Oriflame members
- DO NOT: use comparisons with other companies which are not based on facts that cannot be verified
- DO NOT: unfairly damage the reputation of another company or systematically entice or solicit the sales force of another company
- DO NOT: induce a person to purchase goods based on a statement the person can reduce or recover the purchase price by referring other customers to you for similar purchases

Appendix 2 Brand Partner Online/ Digital Policy

1. BACKGROUND

1.1. This policy serves to clarify how Oriflame Brand Partners can shape their presence on the Internet without interfering with Oriflame's brand building activities or breaching copyright related laws, rules and agreements.

2. GENERAL

- 2.1.** Oriflame offers its Brand Partners the possibility to set up Brand Partner Personal Beauty Store (PBS) as well as various other centrally provided tools to sell and promote the Oriflame products and business opportunity on the Internet.
- 2.2.** These applications are today the only approved digital tools where the Brand Partners can offer products for sale as well as displaying images and logotypes for which Oriflame is the rights owner.
- 2.3.** Brand Partners are also allowed to host websites on which they communicate around Oriflame, its products and opportunity as long as it is clearly stated that these are not official Oriflame sites and such websites do not violate any Oriflame Literature. At all times it must be transparent who is behind the site and relevant contact details must be visible.
- 2.4.** The Brand Partner should communicate in her own words and may only quote Oriflame texts by clearly referring to the source.
- 2.5.** A Brand Partner may not build e-commerce sites on which Oriflame products are sold or otherwise conduct e-commerce outside of the approved Oriflame applications.
- 2.6.** The Brand Partner should abide by the Brand Partners Digital Guidelines Handbook at all times for conducting business. The Brand Partners Digital Guidelines Handbook shall be used as a guideline by Brand Partners for growing their Oriflame business online. Failure to comply with the same shall have such consequences as provided in the said guideline's handbook and the Brand Partner Agreement.

3. DOMAIN NAME

- 3.1.** Brand Partners may not register domain names containing the word "oriflame". The Brand Partner shall not register a social media page/group with name and picture that can mislead the consumer to believe that the page is an official Oriflame page/group:
 - A social media (e.g. Facebook, Instagram) page/group name and picture shall clearly state that it is operated by an individual, e.g. "Anna's Team" with Anna's own image.
 - A social media page, group name shall not be named e.g. "Oriflame India" with an official Oriflame image e.g. Oriflame logo, Oriflame images.

4. DISCLAIMER

- 4.1.** Brand Partners that host websites of their own and mention that they are part of Oriflame must make sure to clearly publish information that they are either:
 - a. Independent Brand Partners for Oriflame
 - b. Independent Oriflame Brand Partner; or
 - c. Independent Oriflame Beauty Brand Partners.

This information must be published clearly on the start page as well as under a

disclaimer that is visible on all pages of the website. Name and contact information should be available on the website or in the account information for a social media page.

If a Brand Partner has a private website without Oriflame affiliation this policy is of course void.

5. CONTENT & REFERENCES TO ORIFLAME

- 5.1.** No content is to be copied from the official Oriflame website and published under the Brand Partner's own name. If a Brand Partner links official Oriflame content to his/her own site from an Oriflame-owned domain, this must be clearly stated.

6. IMAGES

- 6.1.** A Brand Partner may not take still or moving image material from an official Oriflame site and publish on his or her own site. All image material is copyright protected, and Oriflame has acquired the rights to use it. These rights are not extended to Brand Partners.
 - Moving images; videos etc: May be used through sharing function if and when available. The sharing function provides automatic reference to the source site.
 - Images of models or persons: May be used through sharing function if and when available. The sharing function provides automatic reference to the source site.
 - Images of Oriflame products: May be used with our without sharing function as long as the source site is mentioned in a visible and unambiguous way (for example: "source: www.oriflame.com 2012").
- Any claims from a 3rd party that may be addressed to Oriflame will be transferred to the Brand Partner.

7. THE ORIFLAME LOGO

- 7.1.** Brand Partners are not permitted to use the Oriflame logo.

8. SOCIAL MEDIA SHARING

- 8.1.** Oriflame encourages presence on blogs, social networking sites and similar; Brand Partners are encouraged to blog and leave comments about Oriflame products where they deem it appropriate but must adhere to the Code of Ethics. To as large an extent as possible we recommend that the Brand Partner uses the sharing functions provided by Oriflame in order to secure correct display and source information.

9. SEARCH ENGINE MARKETING

- 9.1.** Brand Partners may conduct search engine marketing, such as Google Adwords, if the Oriflame rules of online presence are followed. In addition;
 - The ad must clearly indicate that it was created by an Independent Brand Partner. The heading should not give an impression that it is an official or in any way endorsed ad by Oriflame, and; It is prohibited to use "Oriflame" as a keyword.
- Please take into consideration that each buyer of Adwords is individually responsible for any infringement against any other brand owner.

For more practical information and examples on how to follow the Brand Partner Online Policy

Refer to Brand Partners Digital Guideline Handbook

EXECUTIVE SUMMARY

The Brand Partners Digital Handbook has been created to support you as you grow your Oriflame business online. It's also a tool to use when you're training your network. Please make sure to share this with all Brand Partners that join Oriflame.

It's a helpful manual that outlines Oriflame's policies for online selling, digital advertising, social media, and blogging, so that you can start growing your digital business with confidence.

Some highlights include:

- Do(s) and Don't(s)
- Blogging
- 10 Golden Rules of Social Media

Is anything unclear? Contact your local Area Sales Manager or a member of the Oriflame Digital & Online Team for help.

We recommend that you also read the following sections of the Success Plan: The Oriflame Code of Ethics and Rules of Conduct

ONLINE POLICIES

We want you to succeed online! To do so, you must follow the rules in this chapter. Please read it carefully, because you could be punished if you break them.

IT'S ALL ABOUT YOU!

It must be clear that your online profiles, social media accounts, and websites belong to you. After all, it's your personal recommendation that's at the heart of your business.

Keep it personal by:

- Using your real name
- Showing your connection to Oriflame, for example: Anika Patel, Gold Director, Oriflame Priyanka Roy, Independent Oriflame Brand Partners
- Including a personal profile picture of yourself

When working online you are not allowed use anything that makes your page look like an official Oriflame page.

This means you:

- **Can't** imply that you are Oriflame in the account or page name, for example:
Oriflame India
Oriflamemedzstore

Oriflame_natural_cosmetics

- **Can't** use "Oriflame" in your domain name, for example: www.harleen-Oriflame.com
- **Can't** use the Oriflame logo or a catalogue cover as your profile picture
- **Can't** use the Oriflame logo anywhere on your personal pages or websites

TELL PEOPLE WHO YOU ARE

When creating a personal website or social media account, you should always include your name and contact information.

If you are going to mention your connection to Oriflame, tell people your title, for example:

- Independent Sales Brand Partners for Oriflame
- Independent Oriflame Brand Partners
- Independent Oriflame Beauty Brand Partners

For websites, this information must be clearly published on the top of the front page. It must also be included as a clearly visible disclaimer on all other pages of the website.

If you have a personal blog where you don't mention Oriflame, Oriflame products, or your relationship with Oriflame at all, you can ignore this policy.

SALE THROUGH RETAIL STORES NOT ALLOWED

At Oriflame, we're proud to be a direct selling company. This means that you can't sell our products to customers in retail-like establishments such as shops or stores.

NO SALE ON THIRD PARTY ECOMMERCE PLATFORM

You're also not allowed to sell Oriflame products via retail websites or online marketplaces such as Snapdeal, Flipkart, or Amazon etc.

PERIOD OF VALIDITY

If you mention the price when promoting a product, you must include the period that price is valid for, for example:

- Valid for the month of May
- Valid today only
- Valid from the 1st of May to the 30th of May

Note: We recommend to avoid mentioning prices all together.

USING OUR PHOTOS AND VIDEOS

All Oriflame visuals are copyright protected and Oriflame has acquired the

rights to use them. These rights are not extended to Oriflame Brand Partners. This means that you are not allowed to take photos or video material from an official Oriflame site and publish it on your own website.

What can you share on a personal website/blog?

- Moving images and videos:
May be used through our sharing functionality, if and when available. This provides an automatic reference to the source site.
- Photos of models or people:
May be used through our sharing functionality, if and when available. This provides an automatic reference to the source site.
- Photos of Oriflame products:
May be used without our sharing functionality, as long as the source site is mentioned in a visible and unambiguous way (source: www.oriflame.co.in 2018)

RULES FOR BLOGGING

Blogging is an amazing way to showcase your expertise and share your personal experiences with our brand. Here you can talk about Oriflame, our products and the Business Opportunity.

Just remember that you must clearly state that your blog isn't an official Oriflame page. Be transparent about who you are, show that you're the writer, and make your contact details visible.

Want to know more? Read the chapter about blogging!

RULES FOR MARKETING

As an Oriflame Brand Partners, we encourage you to create your own marketing campaigns to grow your business online. Just make sure all activities are in line with Oriflame values.

DO(S) & DON'T(S)

WEBSITE/BLOG	DO	DON'T
URL	Name your blog or personal website after yourself or the niche you're interested in.	Never use "Oriflame" in the name or in the URL of your blog or personal website.*
OWNERSHIP	Make it clear that you own a blog or website, and that you're an independent Oriflame Brand Partners.	Never suggest that the blog or website is operated by Oriflame.*
SHARING ORIFLAME IMAGES	Use the social media buttons to share images from an Oriflame website. It will add the source automatically and give you high-quality images.	Never save Oriflame images and publish them on your blog or website. They are copyright protected and you could get into legal trouble.*
ORIFLAME LOGO	Use your own images and create a brand around yourself.	Never use the Oriflame logo on your blog or website.*
WEBSITE	DO	DON'T
SEARCH ENGINE OPTIMIZATION	Focus on SEO keywords that reflect you personal brand. Ex: Work from home; Business Opportunity; Self-Employed; Entrepreneur; Mother; Beauty; Etc.	Never use brand-related terms like Oriflame, NovAge, or Ecollagen as your SEO keywords.*

Should you violate this policy, and use marketing that devalues the Oriflame brand, we will issue you a warning and take appropriate action as provided under your Brand Partners Agreement

Examples of such marketing activities are: Posting updates in unrelated forums, tagging a large number of social media contacts, emailing large numbers of people who haven't chosen to receive offers, etc.

RULES FOR SEARCH ENGINE MARKETING

When buying advertising online, remember these rules:

- You're not allowed to bid on branded key words, for example:
Brand: Oriflame
Product brands: Love Nature, Giordani Gold, NovAge
Product names: Ecollagen, Lip Sensation, Wonderlash
- It must be clear that the ad is created by an Independent Brand Partners.
- Nothing can imply that it's an official or Oriflame-endorsed ad
- You're not allowed to bundle Oriflame products with other brands, for example: it's forbidden to mix our products with Avon or L'Oréal.

RULES FOR AUTOMATION AND SPAM

At Oriflame, we take a strong stance against spamming. This means that you're not allowed to target existing Oriflame Brand Partners with recruitment campaigns or send promotions to people who haven't asked for them.

You're also not allowed to buy followers for your social media accounts, buy views for your videos or use bots to increase your following online.

SOCIAL MEDIA	DO	DON'T
PROFILE PICTURE	Use a personal profile picture	Never use “Oriflame” in the name or in the URL of your blog or personal website.*
NAMING YOUR ACCOUNT	Use your real name and make it clear that you're an Independent Oriflame Brand Partners.	Never imply that you run an official Oriflame account, or use a name that people might confuse with an official account.*
CONTENT	Share your own photos and give glimpses into your life. People want to get to know you! Use high-quality images.	Never share photos from the catalogue, or blurry photos that are out of focus.
SHARING CONTENT	Personalise shared content by leaving a recommendation. Ask for permission, if there's no share button. Tag your source!	Never share photos without asking the creator for permission. Never take credit for photos you haven't taken.*
COMMENTING	Differentiate between opinion and official information, and clarify that your personal opinions are your own.	Never imply that your personal opinions are Oriflame's opinions.*
PRIVACY	Maintain privacy settings on your social media accounts and change your passwords regularly.	Don't give out too much personal information over the Internet. Never share your Oriflame, account or bank details publicly.

MARKETING/ADS	DO	DON'T
SENDER & COPY	Your ads should be promoting you, or your network.	Never have the word ‘Oriflame’, or brand related terms in your ad copy or picture.* Never suggest that Oriflame is the sender or endorsing your ads.*
KEYWORDS	Bid for niche keywords with high relevance – they're cheaper.	Never bid on brand-related terms like Oriflame, NovAge, or Ecollagen.*
PRODUCT BENEFITS	Use your own before and after photos. Support products with real testimonials and first-hand experiences.	Never use false images, or misrepresent the products or brand by using false advertising.*

GENERAL	DO	DON'T
COPYRIGHT	If you want to use photos or videos that someone else has created, you always have to ask for permission before publishing. Then you have to attribute the content to them, either by name or by linking to the source.	Don't post any information or other material protected by copyright without the permission of the copyright owner.*
TOUCHY SUBJECTS	When you post or publish content as an Oriflame Brand Partners you must stay neutral. Reserve personal opinions for your private life.	Never use the Oriflame brand to endorse or promote political positions or religious ideologies.*
BEHAVIOUR	Be kind online!	Never post any defamatory, libellous, vulgar, obscene, abusive, profane, threatening, racially or ethnically hateful or otherwise offensive or illegal information or material.*
CONFIDENTIALITY	Follow our policies.	Never reveal unannounced products, customer data, or any confidential information whatsoever.*
THE BUSINESS OPPORTUNITY	Only share offers from the current catalogue on your website by sharing the e-catalogue	Never post offers from the Success Plan, for example Cash Bonus, etc.

*Breaking these rules can result in termination of your membership and other consequences as provided for in your Brand Partners Agreement

SOCIAL MEDIA PLATFORMS

Here you'll find an overview of the most widely used global social media platforms. We have also added suggestions for how to communicate, sell and recruit in these channels.

Facebook: Facebook is a key channel for sharing your personal story with photos, videos and information. We recommend that you integrate Oriflame in a natural way - sharing your life, testimonials and the products you love. These are the best things to share on Facebook: your own photos, Beauty EDIT articles, videos, personal advice, and reviews of Oriflame products. Facebook is a channel where engagement is rewarded, so make sure you ask questions, respond to comments and check your profile regularly.

Instagram: Being one of the world's most popular photo sharing apps, Instagram is a key channel to help you recruit and sell. These are the best things to share on Instagram: photos of your everyday life, photos of you from Oriflame events and conferences you attend, Official Oriflame products, and personal style and beauty tips. Instagram is all about authenticity, so keep the tone personal and focus on “real” moments from your own life. Mix those with Oriflame photos that you share from Official Oriflame accounts. Cherry pick the ones that will support your sales and recruitment goals.

YouTube: YouTube is huge for younger generations, and can be a great channel to reach new audiences. Here you can showcase Oriflame products, share official tutorials created by Oriflame, and create your own “how to” videos. The “vlogging” (video blogging) trend has made YouTube the place to go if you want to learn a new skill, like “how to do a cat eye”. Jump on the trend, and provide your network (and potential new customers) with inspiring and informative videos of your own!

Pinterest: Pinterest is a great tool to curate inspirational images and videos into different boards. It's also a platform that generates sales, since you can link photos you upload to a website or blog. These are the best things to pin on Pinterest: quotes, beauty and wellness photos, tutorials and Oriflame product images through sharing function. You can also upload your own photos. We say - get pinning!

Snapchat: Create a strong bond with your network by sharing your daily life on Snapchat. These are the best things to share on Snapchat: photos and videos of products (both the packaging and you using them), tutorials, testimonials, and generally anything that is happening in your life. Snapchat is especially good for events and conferences.

Twitter: Twitter is ideal to build a community, talk to your network and to drive traffic to a website or blog. These are the best things to share on Twitter: quick news and updates, reviews, offers and Oriflame approved facts and photos.

WhatsApp: WhatsApp is a multi-purpose platform that started as a call and instant-messaging app. It's most useful as a tool to manage and grow your network, find new customers and to build a strong community. These are the best things to share on WhatsApp: quick updates, success stories, motivational messages, product news and reviews etc.

BLOGGING GUIDELINES AND TIPS

- 1. Be the Expert:** Select a topic that you're passionate about - the best bloggers find a niche and stick to it. Make sure that the subject you blog about, is relevant to your goal: if you want to sell beauty products, start a beauty blog; if you want to expand your network, focus on your lifestyle.
- 2. Schedule:** Blogs need to be updated regularly – at a minimum, once a week. Create a schedule and plan for posts. Try to publish blog posts on the same day each week, so that your followers know when to expect new content.
- 3. Images and Videos:** Blogs should be visual, so publish your own photos to support articles. There's a clear shift from written content to photos and video, so consider filming short clips to support your blog, or start v-logging on YouTube.
- 4. Converse:** Engage your audience in conversations. Take into account what they say, and respond in a professional and friendly manner. Remember to keep your cool if you receive critical comments!

Stay transparent by not deleting comments you disagree with, but do use a feedback filter or comment moderation tool to monitor and control comments, and delete spam.
- 5. Promote:** Social media is the best way to promote your blog. Consider the best channel to promote your blog and share post links there.
- 6. Link:** If you're promoting Oriflame products, hyperlink the product name in the text to the Oriflame website.
- 7. Be Yourself:** As with social media, the key to creating a blog is to be yourself. Keep the tone conversational and create content that's authentic.

BLOGGING POLICY

All Oriflame Brand Partners are able to set up their own personal blogs or websites. This cannot, and should not, be restricted. However, if you're going to blog as an Oriflame Brand Partners, these are the policies you must follow: First, you must always disclose your identity on the blog, to establish trust and credibility. It must be clear that the blog is personal and doesn't belong to Oriflame. It must also be clear that the views expressed on the blog are your own and not necessarily those of the company. You're not allowed to post content that links Oriflame to any political person or organisation, nor criticise other individuals or companies. You're also forbidden to post or link to any material that's obscene, defamatory, profane, libellous, threatening, abusive, hateful, or violates the privacy rights of another individual. Avoid posting any material that's copyrighted unless (a) you're the copyright owner, (b) you have written permission from the copyright owner to post the copyrighted material on your blog. This is your responsibility - Oriflame cannot provide legal support in the event of a breach.

HOW TO ENGAGE PEOPLE ONLINE

In simpler terms, engagement means that you get people to do something online. It can be liking a photos, following an Instagram account or watching

a YouTube video. But it can also be something as simple as answering a question or having a conversation. Through online conversations you can build trustworthiness, create a strong community, and spread love. Ultimately this will build your reputation as an Oriflame Brand Partners and generate sales in the long-run. Just remember to always follow the policies in this handbook and to check out our “10 Golden Rules of Social Media” before reaching out online. In the next few pages you will find examples of when to join conversations online and what to focus on.

Social Media Platforms: Social media is built around communities. Whether you are a beauty lover or a wellness junkie, there are millions of conversations happening every day. The trick is just to know when to join them. As an Oriflame Brand Partners, you should spend time identifying which communities and people are important to your strategy. Look through relevant hashtags (#) and follow accounts or groups with likeminded people. This can be anything from beauty groups, to groups about fitness or motherhood. When you see that you can contribute to a conversation (with facts and/or product suggestions), do. Just make sure that you're on topic, can add value and aren't overselling or spamming. Be helpful!

Blogs: Having your own blog is an incredible way to build a personal brand and increase your trustworthiness. Except sharing product reviews and testimonials, you can show expertise by answering comments that people leave. Just like comments on social media, you should be helpful and honest. You can afford to push products a little bit harder on your own blog, since people have actively chosen to interact with you. It's also good to identify other local, influential bloggers who talk about beauty and/or wellness. They don't have to be the most popular bloggers, but rather the most relevant to Oriflame. Here you can also add value by commenting on their posts or on other people's comments. Before you start; make sure you read the article carefully, share your expertise, and only suggest products if it's relevant to the post itself.

Vlogs: Vlogging (video blogging) is a relatively new phenomenon. On popular beauty channels (on YouTube or other video sharing platforms), vloggers publish videos discussing beauty problems and trends, or teach their communities how to use products. The comments section is a good place to share your expertise, engage the vlogger and his/her followers, or give product suggestions.

10 GOLDEN RULES OF SOCIAL MEDIA

The “Golden Rules” apply to all social media platforms and channels.

1. Listen first, and always: Listen to ongoing conversations. Who are the most influential contributors? How has the conversation changed over time, if at all? Once you have an understanding of the conversation you can add to it.
2. Contribute: Always add value to conversations. For example, offer helpful information/insights on Oriflame's products and services. The information has to be relevant. If not, it can be considered as spam – something you want to avoid at all cost!
3. Respond: If you're listening to conversations, you'll be able to identify who's talking about Oriflame. This gives you an opportunity to contribute. If you've

listened thoughtfully, and have something positive to share, your participation will be welcomed.

4. Be transparent: Tell the truth. Your honesty – or dishonesty – will be quickly noted online. Always tell people your real name and that you're an independent Oriflame Brand Partners. Be clear about your role.
5. Be real: Reveal your identity – be yourself.
6. Respect others: Remember that Oriflame's a global company whose employees, Brand Partners and customers have a diverse set of customs, values and points of view. So, be respectful. This includes obvious things (no racism, sex, violence, defamatory language etc.), but also proper consideration of privacy, and to not discuss topics like politics and religion.
7. Don't reveal proprietary or confidential information: We're happy for you to talk about your Oriflame activities and have a dialogue with your community and customers. However, it's forbidden to publish copyrighted material and information that's confidential or not yet publically available, such as future launches and campaign information. If you want to publish general information that's already available on Oriflame websites, please make sure you cite the source (source: www.oriflame.co.in 2018).
8. Avoid arguments: If you see misrepresentations about Oriflame, you can definitely disagree. Just make sure you do so with utmost respect and with facts.
9. Acknowledge and correct mistakes: If you make an error, be upfront about it and correct the mistake quickly.
10. Do not forget your primary responsibilities: You should make sure that blogging, micro-blogging, social networking etc. don't interfere with your overall goals or commitments to customers.

LEGAL INFORMATION

Oriflame Brand Partners are independent third party contractors of Oriflame and are not otherwise affiliated with Oriflame. Oriflame is not responsible or liable for the statements, acts or omissions of its Brand Partners through or in connection with their online presence, including use of social media channels. Individuals can be held personally liable for commentary deemed to be defamatory, obscene (as legally defined), proprietary or libellous (whether pertaining to Oriflame, other individuals, or any other company). Oriflame can pursue legal action against a Brand Partners if Oriflame has suffered costs and/or damages, as a result of the misuse of social media.

CONSEQUENCE OF VIOLATION

In cases of violation of the above policies, you will be notified via email by the Area Sales Manager. You are then required to align the online communication with the Oriflame policy within two weeks. If you don't make the required changes, your Oriflame Brand Partners ID will be temporarily blocked and appropriate action will be taken by Oriflame under Your Brand Partners Agreement.

IMPORTANT NOTE

Keep up-to-date with Oriflame's guidelines and policies by reading:

- Success Plan
- The Oriflame Code of Ethics & Rules of Conduct
- Brand Partners Online Policy

*Breaking these rules can result in termination of your membership and other consequences as provided for in your Brand Partners Agreement



Oriflame Success Plan Glossary

Here you can find definitions of the key terms and concepts we use to explain the Oriflame Success Plan.

ACTIVE BRAND PARTNERS: A Brand Partners/VIP who has placed an order in the current Catalogue Period.

ACTIVITY: Share in % of Registered Actives who have placed an order in the current Catalogue Period.

BONUSES: Bonuses are a reward for developing Leaders. There are a total of six bonuses in the Oriflame Success Plan. In order to qualify for any bonuses you must maintain a minimum personal purchase volume of 200BP in that catalogue period.

BONUS POINTS (BP): Each product is assigned a certain number of Bonus Points. More expensive products and sets have more Bonus Points.

BONUS POINT CONVERSION CHART: Chart that shows how Bonus Points convert to a Trade Discount/Incentive level.

BUSINESS VOLUME (BV): Is the amount on which your income is calculated basis a factor including catalogue price, taxes and other charges. This may be subject to change by company from time to time.

CASH AWARDS: You receive a one-time Cash Award the first time you reach a new title in the Oriflame Success Plan, starting with the title Director.

CATALOGUE PERIOD: A Catalogue Period is one month. The Catalogue Period is used for calculation of Trade Discount/Incentive, title qualification, conference qualification and catalogue offers.

CUSTOMER: A person who buys products from you, or any Independent Oriflame Brand Partners.

CUSTOMER PRICE: The price customers pay you for products.

CORE TEAM: A Core Team is comprised of Brand Partners who are committed to becoming Leaders. Usually consists of three to five Brand Partners formed under a Manager or Director.

DIAMOND TEAM: Contains titles Diamond Director, Senior Diamond Director and Double Diamond Director.

DIRECTOR TEAM: Contains titles Director, Senior Director, Gold Director, Senior Gold Director and Sapphire Director.

DOWNLINE: All the Brand Partners under you in your network are your downline.

EXECUTIVE TEAM: Contains titles Executive Director, Gold Executive Director, Sapphire Executive Director and Diamond Executive Director.

PRESIDENT TEAM: Contains titles President Director, Senior

President Director, Gold President Director, Sapphire President Director and Diamond President Director.

FIRST-LINE BRAND PARTNERS: The Brand Partners you recruit yourself and sponsor directly.

IMMEDIATE PROFIT (IP): What you earn from selling products. As a Brand Partners, you earn 25% Immediate Profit on your sales to customers. This is the difference between the price you sell for (the Customer Price) and what you pay for products (the Brand Partners Price).

INACTIVE Brand Partners: A Brand Partner who has not placed an order within the current Catalogue Period. A Brand Partner can be inactive 1 (placed the last order in the period prior to the current), inactive 2 (placed last order two Catalogue Periods ago), inactive 3 (placed last order three Catalogue Periods ago and who will be removed from the Registered Actives at close of current Catalogue Period unless an order is placed).

INCENTIVE: An amount you get on the volume of group sales as per success plan.

INDEPENDENT ORIFLAME Brand Partners: Often referred to as “Brand Partners.” This is the first level in the Oriflame Success Plan and defined as anyone whose Trade Discount/Incentive level is between 0% and 9%. You are recognised as a Brand Partners once your KYC documents have been validated by Oriflame and when you accept the Brand Partners agreement.

INDEPENDENT ORIFLAME DIRECTOR: Often referred to as “Director.” This expression contains all levels from Director and up to the highest Director level.

INDEPENDENT ORIFLAME MANAGER: Often referred to as “Manager.” This expression contains levels from 12% Manager up to Senior Manager.

LEADER: This expression refers to Independent Oriflame Brand Partners who sponsor and lead other Brand Partners. It is used for all levels from 12% Manager up to the highest Director level, Diamond President Director.

LEG: A Leg is made up of a First-Line Brand Partners and their entire downline.

LEVEL: Brand Partners in your Personal Group below your First Line are counted in levels.

MANAGER TEAM: Contains titles 12% Manager, 15% Manager, 18% Manager and Senior Manager.

MINIMUM GUARANTEE: A bonus adjustment that is made when the minimum amount of Bonus Points required to qualify for a full bonus is not met by the bonus qualifier. The adjustment distributes part of that bonus up to the next qualifier of the same bonus. The Minimum Guarantee is a way of ensuring that everyone in a network is rewarded fairly for their efforts in developing Leaders.

NETWORK: In the Oriflame Success Plan, this term refers to all Brand Partners in your downline, including your 22% Split Out Groups and their downlines.

ORDERS PER ACTIVE: Average Number of Orders placed per Active Brand Partners in the current catalogue period.

PERSONAL GROUP (PG): Your Personal Group comprises all the Brand Partners/VIP sponsored directly by you (your First Line), as well as their downlines – but not Brand Partners who have themselves reached the 22% Trade Discount/Incentive level or their downlines.

PRESIDENT TEAM: Contains titles President Director, Senior President Director, Gold President Director, Sapphire President Director and Diamond President Director.

REACTIVES: Brand Partners who have been considered ‘sleeping’, but then ‘reactivate’ by placing an order.

REGISTERED ACTIVES: All Brand Partners, VIP’s and Leaders who have placed at least one order within the last 3 Catalogue Periods (also known as sales force).

REMOVALS: A Brand Partners who has not placed an order at the close of his/her third catalogue period is considered a Removal and removed from the Sales Force. The Brand Partners is still registered and by placing an order within the catalogue period is considered a Reactivate and again counted in the Sales Force.

SALES PER ACTIVE: Orders per Active x Average Order in Net Sales

SPONSOR: A Sponsor recruits other Brand Partners, introduces them to Oriflame consultancy and trains and supports them in their work. You are Sponsor to your First-Line Brand Partners.

TRADE DISCOUNT (TD): You can earn a Trade Discount from 3% to 22% on your Personal sales based on your level as per success plan.

UPLINE: Your own Sponsor and all the Brand Partners above your Sponsor are your upline.

VIP CUSTOMER: Is a person who purchases products from Oriflame for self consumption.

22% SPLIT-OUT GROUP: When a First-Line Brand Partners reaches a 22% Trade Discount/Incentive level, they leave your Personal Group and become a 22% Split-Out Group together with their Brand Partners.

INCENTIVE: You can earn an Incentive from 3% to 22% on your Group sales.

INCENTIVE LEVEL: This expression refers to the percentage level (3% to 22%) you can receive on your Group Sales.

Building an International Business

International Sponsoring

When we say that there is no limit to how large your business can grow, we really do mean it!

Oriflame offers an International Sponsoring Programme in many markets that allows you to expand your business outside your home country. You can sponsor to and from any of the countries participating in the programme.

You gain all the advantages of titles and receive as well the corresponding bonuses including any international 22% group you have built. You will receive the bonuses with one month's delay due to the global consolidation of networks.

Participating Countries

- | | | |
|------------------|--------------|-------------|
| • Armenia | • Indonesia | • Peru |
| • Azerbaijan | • Kazakhstan | • Poland |
| • Belarus | • Kenya | • Romania |
| • Bosnia | • Kyrgyzstan | • Russia |
| • Bulgaria | • Latvia | • Serbia |
| • Chile | • Lithuania | • Slovakia |
| • Colombia | • Macedonia | • Sri Lanka |
| • Croatia | • Mexico | • Sweden |
| • Czech Republic | • Moldova | • Tanzania |
| • Ecuador | • Mongolia | • Thailand |
| • Egypt | • Montenegro | • Tunisia |
| • Estonia | • Morocco | • Turkey |
| • Georgia | • Nigeria | • Uganda |
| • Greece | • Norway | • Ukraine |
| • Hungary | • Pakistan | • Vietnam |

The list of participating countries can change, so contact your local Oriflame branch for more details.



The Oriflame Success Plan

QUALIFICATION REQUIREMENTS

INDEPENDENT Brand Partners

0% Brand Partners
0-199 BP in your Personal Group.

3% Brand Partners
200-599 BP in your Personal Group.

6% Brand Partners
600-1,199 BP in your Personal Group.

9% Brand Partners
1,200-2,399 BP in your Personal Group.

MANAGER TEAM

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12% Manager
2,400-3,999 BP in your Personal Group.

15% Manager
4,000-6,599 BP in your Personal Group.

18% Manager
6,600-9,999 BP in your Personal Group.

Senior Manager
At least 10,000 BP in your Personal Group, or one or more 22% Split-Out Groups in your First Line and a Personal Group with at least 4,000 BP.

DIRECTOR TEAM

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Director
At least 10,000 BP in your Personal Group, or one or more 22% Split-Out Groups in your First Line and at least 4,000 BP in your Personal Group for 6 out of 12 Catalogue Periods.

Senior Director
One 22% Split-Out Groups in your First Line and at least 10,000 BP in your Personal Group for 6 out of 12 Catalogue Periods.

Gold Director
Two 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.

Senior Gold Director
Three 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.

Sapphire Director
Four 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.

DIAMOND TEAM

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Diamond Director
Six 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.

Senior Diamond Director
Eight 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.

Double Diamond Director
Ten 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.

EXECUTIVE TEAM

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Executive Director
Twelve 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.

Gold Executive Director
Fifteen 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.

Sapphire Executive Director
Eighteen 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.

Diamond Executive Director
Twenty-one 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.

PRESIDENT TEAM

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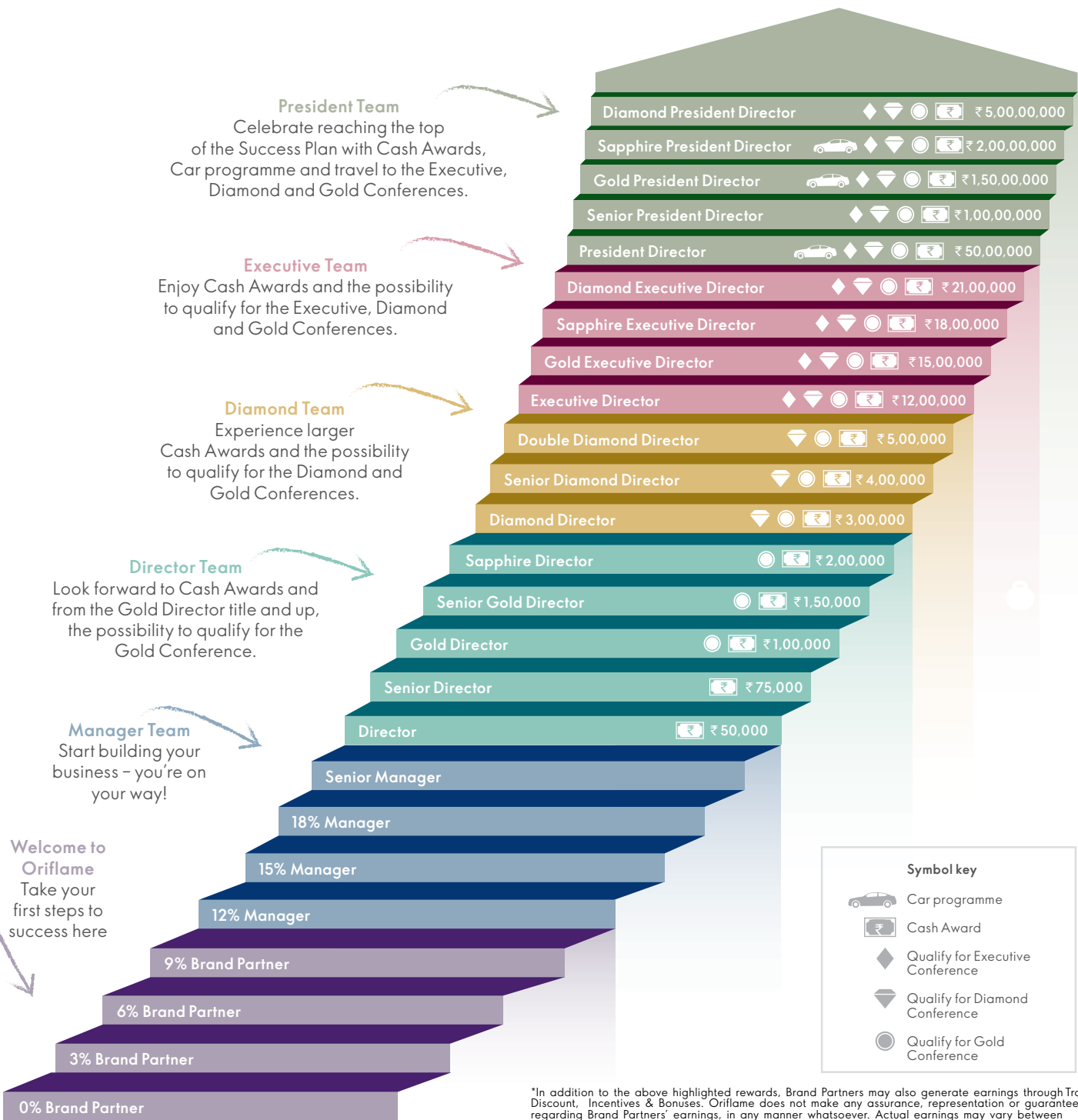
President Director
Twenty-four 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods.

Senior President Director
Twenty-four 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods. Six Legs must contain at least one Brand Partners with six or more 22% Split-Out Groups for the same 6 out of 12 Catalogue Periods.

Gold President Director
Twenty-four 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods. Twelve Legs must contain at least one Brand Partners with six or more 22% Split-Out Groups for the same 6 out of 12 Catalogue Periods.

Sapphire President Director
Twenty-four 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods. Eighteen Legs must contain at least one Brand Partners with six or more 22% Split-Out Groups for the same 6 out of 12 Catalogue Periods.

Diamond President Director
Twenty-four 22% Split-Out Groups in your First Line for 6 out of 12 Catalogue Periods. Twentyfour Legs must contain at least one Brand Partners with six or more 22% Split-Out Groups for the same 6 out of 12 Catalogue Periods.



*In addition to the above highlighted rewards, Brand Partners may also generate earnings through Trade Discount, Incentives & Bonuses. Oriflame does not make any assurance, representation or guarantee regarding Brand Partners' earnings, in any manner whatsoever. Actual earnings may vary between Independent Brand Partners and may depend on factors such as each Brand Partner's skills, business experience, individual capacity, effort, time invested and their networks' width, depth & productivity.