Groupe
L'OCCITANE

ENVIRONMENTAL, SOCIAL AND GOVERNANCE
FY2026 REPORT

REINOLD GEIGER
L'OCCITANE Group Chairman and CEO

As we pass the halfway mark of this decisive decade, I am pleased to once again introduce L'OCCITANE Group's Environmental, Social and Governance Report. We are proud of the progress we have made in embedding sustainability across the Group. We continue to heed the warnings of climate change, acting now to protect the future. All our brands are guided by our common Mission: with empowerment, we positively impact people and regenerate nature.

We recognise that governance and accountability are key to measurable and actionable performance. Over the past year, our governance frameworks have been strengthened, including through updates to our Group Environmental Policy and the introduction of a new Group Human Resources Policy. I am proud to say that we have achieved Living Wage certification for 100% of our employees, a commitment we are seeking to embed more deeply into our supply chain.

On climate, we have strengthened our climate methodology through a carbon audit to better quantify and assess our footprint, and we have launched a geothermal energy project. I am also delighted to report that we have reached a major Scope 2 milestone for the Group by achieving our near-term science-based target and fulfilling our RE100 commitment – sourcing 100% of our global electricity consumption from renewable sources across all brands and facility types. On circularity, thanks to our team's innovations, we have been piloting a pioneering global key performance indicator that monitors the circularity of materials across our value chain, from inflows to outflows. This will strengthen our ability to track performance and inform decision-making at L'Occitane en Provence, our heritage and flagship brand, with implementation across our other brands to follow.

We deeply believe in leading by example and inspiring positive change. This is exemplified by our ongoing commitment to B Corp™. I am proud to say that we celebrated the B Corp certification of Sol de Janeiro and Vranjes Firenze, and I am delighted that we are well on track to achieve B Corp recertification under the new B Lab™ Standards for L'Occitane en Provence, ERBORIAN, MELVITA, L'Occitane au Brésil, and ELEMIS. As a global Group with a portfolio of leading brands, we are proud to be among the first cohort of companies engaging in recertification under the new B Lab Standards, providing valuable input to stakeholders and helping shape the future of responsible business at scale.

As we reflect on the 50-year heritage of our flagship brand, L'Occitane en Provence, we are reminded that consumers have long looked to brands to lead by example. In the very early years of L'Occitane en Provence, its founder, Olivier Baussan, collected empty bottles from customers so they could be reused, driven by a simple conviction: a company should take responsibility for what it creates. Today, that same spirit continues across the Group.

Over the past year, all our brands have continued to advance circular business models, strengthen sustainable product innovation and support consumers in making more responsible choices. Since introducing its first eco-refills in 2008, refill solutions have remained a key focus across the Group, spanning products from refillable shower gels and skincare to home fragrances and deodorants. Last year alone, we sold more than five million refill units across our collections.

Many of the challenges we face cannot be addressed by any one company alone. That is why we continue to engage with peers, partners and stakeholders across sectors, contributing our experience and learning from others through active participation in international forums such as UN Climate Change Conferences (COP), the World Economic Forum in Davos and Climate Week NYC. We have long believed that collective action is one of the most powerful drivers of positive change for people, communities and nature.

Last but not least, I would like to reflect on our philanthropic efforts. We believe that success brings with it a responsibility to give back. This conviction has shaped my own approach for many years and is deeply embedded in the values, culture and history of our Group. We are closely connected to the communities where our brands operate and work alongside trusted partners and NGOs to ensure our support reaches those who need it most. I am proud to see all our brands continuing to strengthen their philanthropic commitments and contribute positively to the communities they serve.

We are making progress. I feel both happy and proud of all our efforts across the L'OCCITANE Group. Let us keep believing in making the world brighter, together.

PROGRESSING THROUGH COLLECTIVE ACTION

L'OCCITANE Group strongly believes in the power of collective action, which is why coalitions and partnership efforts were maintained and deepened throughout FY2026.

Reinforcing thought leadership on nature-positive business

L'Occitane en Provence continued to engage in industry-wide dialogue on nature-positive business by hosting its first dedicated panel at the Nature Hub during Climate Week NYC, alongside eight top management speaking engagements. These discussions were designed to highlight the private sector's strong commitment to the 2030 UN Agenda, foster multi-stakeholder collaboration, and strengthen alignment with multilateral organisations and NGOs. Together, these efforts reinforce the connection between nature and people while building resilience for sustainable growth and a shared future.

L'Occitane en Provence also took part in the seventh edition of the Universités d'Été de l'Économie de Demain (UEED2025), organised by Mouvement Impact France. The event brought together more than 3,000 leaders under the theme 'Back to the Future'. It featured two presentations by L'Occitane en Provence's Chief Executive Officer (CEO) and Manufacturing and Operational Excellence General Manager, with L'OCCITANE Group's Chief Sustainability Officer also contributing to the discussions. A central theme of the event was how business and biodiversity can thrive together to shape the future, further illustrating the strength of L'Occitane en Provence's model. Through its CEO, L'Occitane en Provence also contributed to discussions at the World Living Soil Forum 2025 edition alongside more than 500 farmers, scientists, executives, entrepreneurs, chefs and policymakers, sharing meaningful solutions for soil regeneration and for advancing the transition to regenerative agriculture.

B Corp™ recognition

L'Occitane en Provence was recognised by the B Corp Community at the B Local NYC BEAM Awards Convivium, receiving the National Trust Builder Award in acknowledgment of its progress on equity-based initiatives aimed at ensuring a living wage for all employees.

Continuing partnership with nature impact funds

As a founding investor in the Mirova Climate Fund for Nature, L'OCCITANE Group is proud to have played a role in enabling Mirova's first carbon investment in France with ReGeneration. This €10 million investment supports the scaling of regenerative practices of 3,400 farmers across 500,000 hectares, delivering benefits for climate, biodiversity and communities.

Collaborating to reduce beauty waste

ELEMIS participated in the annual Great British Beauty Clean Up campaign, created by the British Beauty Council's Sustainable Beauty Coalition in the UK, by creating its own consumer-facing campaign to raise awareness of best recycling practices.

Reinforcing mental health and self-esteem

ERBORIAN strengthened its collaboration with five long-standing partner organisations: Mental Health First Aid (MHFA) USA, PSSM France, Mind, Force Femmes and Respect Zone. ERBORIAN engaged with these partners to co-create initiatives that promote mental health awareness, self-esteem and social inclusion among employees and the wider community. At the 2025 MHFA USA Summit, ERBORIAN received the Partner of the Year award, highlighting its role in advancing mental health education.

Supporting children and women

The Sol de Janeiro Foundation partnered with the Girls Opportunity Alliance (GOA), an initiative that provides education and resources, and builds confidence in young girls, to help address urgent issues such as gender-based violence, menstrual health and barriers to education. Vranjes Firenze continue partnering with Dynamo Camp, a non-profit organisation that offers recreational therapy programmes, including holiday camps for children affected by serious and chronic illnesses.

Building on the 'Fresque de la Cosmétique Responsable'

The 'Fresque de la Cosmétique Responsable' (Cosmetics Fresco), co-created by L'Occitane en Provence, La Fédération des Entreprises de la Beauté (FEBEA) and other companies in the sector, now offers a 2.5-hour interactive educational workshop. The workshop raises awareness among cosmetic industry professionals about the environmental and social impacts of their activities and stimulates collective intelligence to help develop innovative and concrete sustainability solutions.

Engagement with Mouvement Impact France

L'Occitane en Provence contributed to an exploratory study led by Mouvement Impact France and Wavestone, a collaborative initiative aimed at quantifying how companies' social and environmental actions translate into avoided costs for society. This work enabled the brand to assess the societal impact of its Circular Water Project, launched in 2020 with the support of CAP INGELEC at the Lagorce production site in Ardèche, France. The study concluded that the project contributed to approximately €100,000 in avoided costs in 2026 for public authorities, local residents, and the broader economy. This amount is projected to increase to over €45 million in 2030 should all manufacturers in the Ardèche region engage with the project.

Advancing water-wise practices in the beauty sector

ELEMIS spoke at Monkey Rock, the nature-focused installation at Climate Hub Davos during the World Economic Forum, which hosted discussions on nature, climate and industry action. This was part of the H2NO collaborative initiative led by WRAP, the University of Exeter's Nature and Climate Impact Team, M&C Saatchi and leading personal care and beauty brands, which explores how the beauty sector can accelerate adoption of water-wise products and behaviours. The Director of Environmental and Social Purpose at ELEMIS contributed insights from the brand's 'Turn Down the Heat, Turn up the Results' campaign which raises awareness of the skin benefits of cleansing with cooler water, and the significant carbon and water savings achievable by reducing temperature and avoiding running taps.

FY2026 SUSTAINABILITY PERFORMANCE OVERVIEW

B CORP™ CERTIFICATION

Certified B Corporation
Learn more at bcorp.com

- L'OCCITANE Group certified as B Corp in 2023 and recertification pathway ongoing.
- All Group brands B Corp certified, with Sol de Janeiro and Vranjes Firenze certified for the first time in FY2026.

TRACEABILITY OF PLANTS CONTAINED IN RAW MATERIALS

54%
FY2025
68%
FY2026
90%
Target - FY2031

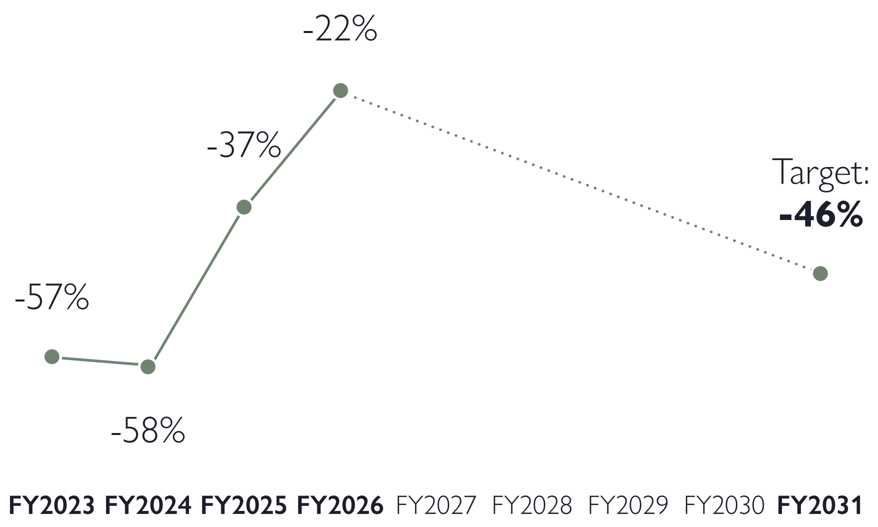
RAW MATERIALS IN REGENERATIVE AGRICULTURE AND/OR ORGANIC CERTIFIED

% LAND FOOTPRINT POSITIVE FOR BIODIVERSITY (L'OCCITANE EN PROVENCE AND MELVITA)

62%
FY2025
63%
FY2026
100%
Target - FY2035

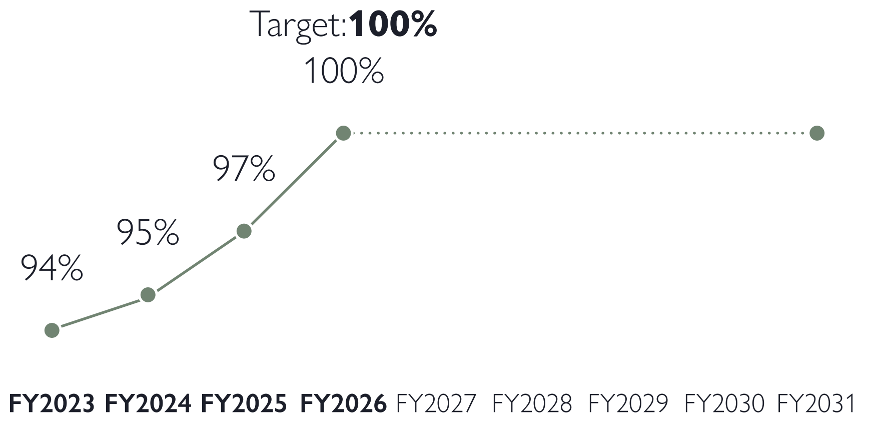
SCOPE 1[1]

% REDUCTION OF GHG EMISSIONS VS. FY2020 BASELINE



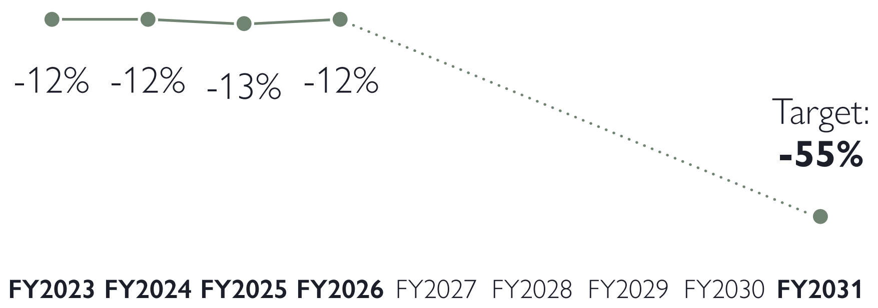
SCOPE 2

% RENEWABLE ELECTRICITY AT ALL OWN SITES



SCOPE 3[1]

% EVOLUTION OF ECONOMIC INTENSITY OF SCOPE 3 EMISSIONS COMPARED TO FY2020 IN TERMS OF NET REVENUE



1 *Historic figures disclosed in the previous ESG report may have been restated to reflect corrections identified during the assurance process.*

PLASTIC PACKAGING DESIGNED FOR RECYCLING OR REUSE

27%
FY2025
36%
FY2026
100%
Target - FY2031

% REDUCTION IN WATER WITHDRAWAL INTENSITY PER TONNE PRODUCED

BASELINE FY2020

-25%
FY2025
-24%
FY2026

LIVING WAGE CERTIFICATION

Group employees are paid at Living Wage certified by a third-party during FY2026[2]

98%
FY2025
100%
FY2026
100%
Target - FY2026

2 *In FY2026, the target was achieved for 100% of entities within the original scope against which the target was established, consistent with previous years' reporting scope.*


ROSSO
NOBILE
DR.VRANJES
FIRENZE
FRAGRANZA COLLEZIONE
DR.VRANJES
FIRENZE
FRAGRANZA COLLEZIONE

CONTENTS

ESRS 2
GENERAL DISCLOSURES

Groupe L'OCCITANE

135
countries worldwide

3,000
retail points of sale

1,400
own stores

>11,000
employees

€2.6 billion
net revenue

BP-1
ABOUT L'OCCITANE GROUP

L'OCCITANE Group is an international multi-brand company that manufactures and retails premium beauty and wellness products. The Group operates in 135 countries and has 3,000 retail points of sale, including 1,400 of its own stores, with a workforce of more than 11,000 employees. Its portfolio of premium beauty brands, which champion natural ingredients, includes: L'Occitane en Provence, MELVITA, ERBORIAN, L'Occitane au Brésil, ELEMIS, Sol de Janeiro, and Vranjes Firenze. With its nature-positive vision and entrepreneurial ethos, L'OCCITANE Group is committed to investing in communities and biodiversity, reducing waste and finding sustainable solutions to create a better and healthier planet. The Group's mission statement is: *'with empowerment we positively impact people and regenerate nature'*. L'OCCITANE Group is a certified B Corporation™.

ABOUT THIS REPORT

This report reflects L'OCCITANE Group's continued efforts to align its ESG reporting with the European Sustainability Reporting Standards (ESRS) disclosures, and the Corporate Sustainability Reporting Directive (CSRD). In the context of ongoing European regulatory developments, including the adoption of the Omnibus 'stop-the-clock' measures and pending national transposition, this report for the 2026 financial year (FY2026) covers the period from 1 April 2025 to 31 March 2026, and has been prepared in line with ESRS Set 1 requirements, although it is not intended to constitute full CSRD compliance at this stage.

This report focuses on the Group's sustainability performance and strategic progress, presenting material environmental, social and governance impacts, risks and opportunities across the value chain. It demonstrates L'OCCITANE Group's ongoing commitment to sustainable transformation, including the publication of a CSRD-compliant report by 2028.

The scope of this report covers:

- Consolidated indicators for L'OCCITANE Group, covering all brands and entities[1].
- When an indicator applies only to a specific scope, the parameter is specified.

Changes in FY2026

No material changes were made to the overall reporting approach during the year.

The same impacts, risks and opportunities (IROs) reported on last year are addressed in this report, in addition to two new IROs disclosed that were identified during FY2026 through a human rights saliency assessment.

Any restatements of data are indicated in the chapters where these are discussed.

Looking ahead

Sustainability is at the core of the Group, guiding its ambition to create positive impact for people and the planet through its brands. The Group will continue to thrive as a global leader for entrepreneurial brands. Its portfolio of premium beauty and wellness brands – each with its own distinct identity and purpose – is collectively guided by a united mission and shared values.

Looking forward, the Group will continue to progress its CSRD readiness, with preparatory work on ESRS Set 2 disclosures planned, subject to regulatory adoption.

1 *In this report, net revenue is equivalent to net sales, which is net of value-added tax, returns, rebates and discounts and after eliminating intragroup transactions.*

SBM-1
STRATEGY, BUSINESS MODEL AND VALUE CHAIN

L'OCCITANE Group's sustainability strategy seeks to positively impact people, positively impact nature and engage key stakeholders on sustainability. In line with this strategy, the Group's commitment to people and nature began with the founding of the business, and since then, its journey to becoming a B Corp™ highlights the commitment and progress made in fulfilling its sustainability strategy and mission. The Group has been using the B Impact Assessment™ to guide its strategy and impacts on governance, employees, communities, customers and the environment.

L'OCCITANE Group has been B Corp certified since August 2023. With recertification required every three years, during FY2026 it started its recertification process on the new B Corp standards. During FY2026, Sol de Janeiro and Vranjes Firenze became B Corp certified for the first time, according to the V1.6 version of the standards, leading all Group brands to be B Corp certified.

The Group's long-term sustainability approach as a B Corp includes:

- Purpose: L'OCCITANE Group has amended its Articles of Association to include social and environmental considerations.
- Compensation: incentives for all corporate employees to drive sustainability performance.
- Biodiversity: tracing raw materials to their country of origin, promoting regenerative farming practices, and investing in two carbon funds that support carbon sequestration while enhancing biodiversity and supporting local communities.
- Circularity: developing recyclable and recycled packaging, promoting product refill options, implementing in-store empties take-back programmes, and reducing water consumption through investments in closed-loop water systems at production sites.
- Climate plan: SBTi-approved commitment to contribute to limiting global temperature rise to 1.5°C above pre-industrial levels, reflecting the Group's long-standing commitment to renewable electricity, investments in solar panels at production sites, and its progressive transition away from fossil fuels across all its operations.
- Responsible purchasing: engaging 1,500 strategic partners globally through EcoVadis and the #NotJustSuppliers programme.
- Employee engagement: annual employee engagement survey via Culture Amp.
- Parental leave: global inclusive policy available to all permanent employees expecting a child by birth, adoption or surrogacy.
- Living wage: all employees paid at or above a certified living wage family threshold.

For a company of L'OCCITANE Group's size and scale, achieving B Corp certification is a unique marker of leadership that underlines its ongoing commitment to sustainability. During FY2026, all Group brands were B Corp certified.

Value chain

L'OCCITANE Group's value chain includes brands that source raw materials directly, as well as those that purchase finished goods from third-party manufacturers. For brands sourcing raw materials directly, this integrated approach enables stringent controls that exceed global regulatory and safety standards. Quality inspections are conducted at every stage of product development, from the receipt of raw and packaging materials through to formulation, manufacturing, and final product release. For brands working with third-party manufacturers, the Group enforces equally rigorous quality requirements, ensuring that all partners uphold the same high standards throughout production.

VALUE CHAIN IN NUMBERS FY2026

UPSTREAM

SOURCING

130 farms

in Provence and Corsica are part of the direct partnerships for brands that source raw material directly, along with women-led cooperatives in Burkina Faso and Morocco, and local producers in Brazil

1500+

Tier 1 suppliers of raw materials, semi-finished products and third-party manufacturers, which are all part of a dedicated responsible procurement programme called #NotJustSuppliers

INBOUND LOGISTICS

OUTSOURCED R&D AND MANUFACTURING

OWN OPERATIONS

DISTRIBUTION VIA OWN STORES/OWN E-COMMERCE

Retail, online channels and wholesales and others

OUTBOUND LOGISTICS

Extensive network

of subcontractors and logistics partners

OWN PRODUCTION

4 own production sites

9 warehouses

OWN R&D CENTRES

200+

experts and researchers across the South of France, and laboratories in Brazil, Korea and Italy

DOWNSTREAM

DISTRIBUTION VIA INTERMEDIARIES

USE-PHASE

85%

rinse-off formulas with at least 95% of easily biodegradable ingredients (excluding ELEMIS and Vranjes Firenze)

END-OF-LIFE

86%

own stores offering empties take-back programmes for customers

5M

refill units sold across the Group

DOUBLE MATERIALITY ASSESSMENT

Since 2015, L'OCCITANE Group has conducted impact materiality assessments to better understand and manage its sustainability priorities. In 2024, the Group conducted its first CSRD-aligned double materiality assessment (DMA) to identify sustainability-related topics, impacts, risks, and opportunities deemed material for ESRS reporting. This DMA was reviewed by a third party, which highlighted areas for improvement in future iterations. The outcomes of this DMA remain applicable for the 2026 financial year, as no significant changes to the Group's activities, value chain or operating context were identified. However, additional IROs were identified through a human rights saliency assessment, which have been included in the report. For the Group, a sustainability topic is considered material if it meets the criteria for impact materiality, or financial materiality, or both. L'OCCITANE Group has identified eleven material topics that map to nine ESRS topics (E1, E2, E3, E4, E5, S1, S2, S4 and G1).

While philanthropy is not considered a material topic under the ESRS framework, a section on philanthropy is included in this report, outlining how our brands continue to actively support meaningful causes through funding, resources, and employee volunteering.

To support navigation of the Group's ESRS disclosures, an ESRS Content Index is provided on page 96, guiding readers to relevant sections.

Looking ahead, the Group will continue to improve its DMA process, with regular review and refreshes as required by regulation or changes to the business.

MATERIAL TOPICS

L'OCCITANE Group's eleven material topics identified through the DMA are:

- CLIMATE CHANGE **E1**
- POLLUTION **E2**
- WATER **E3**
- BIODIVERSITY AND ECOSYSTEMS **E4**
- RESOURCE USE AND CIRCULAR ECONOMY **E5**
- OWN WORKFORCE **S1**
- HUMAN RIGHTS IN THE VALUE CHAIN **S2**
- PRODUCT SAFETY **S4**
- RESPONSIBLE MARKETING **S4**
- BUSINESS CONDUCT **G1**
- CYBERSECURITY AND DATA PRIVACY **G1**

L'OCCITANE Group's material ESRS topics and impacts, risks and opportunities (IROs)

The following table presents the material IROs the Group identified through the DMA process. These are mapped to the relevant ESRS topics and sub-topics.

IRO TYPE
Impact materiality: Positive Negative | **Financial materiality:** Opportunity Risk

TOPIC	SUB-TOPIC	TYPE	IRO TITLE	VALUE CHAIN: UPSTREAM	VALUE CHAIN: OWN OPERATIONS	VALUE CHAIN: DOWNSTREAM
Climate Change E1	Climate change adaptation	Risk	Climate-related physical risks due to extreme heat and loss of assets	●	●	
	Climate change mitigation	Negative	Scope 3 GHG emissions	●		●
		Negative	Scope 1 and 2 GHG emissions		●	
	Energy	Risk	Climate transition risk due to increased energy costs		●	
Pollution E2	Pollution of water	Negative	Pollution from farming	●		
	Pollution of water, substances of concern, substances of very high concern, microplastics	Opportunity	Consumer behaviour change		●	
	Microplastics	Negative	Pollution from rinse-off and/or improper product/packaging disposal			●
Water and Marine Resources E3	Water	Negative	Water use in farming practices	●		
		Negative	Water footprint of product use-phase			●
		Risk	Water scarcity	●	●	
Biodiversity and Ecosystems E4	Direct impact drivers of biodiversity loss	Negative	Raw materials production impact on biodiversity	●		
		Negative	Direct operations impact on biodiversity loss		●	
	Impacts on the extent and condition of ecosystems	Positive	Regenerating biodiversity through regenerative agriculture	●		
	Impacts and dependencies on ecosystem services	Risk	Availability of natural raw materials	●		
		Risk	Raw material traceability	●		
Resource Use and Circular Economy E5	Resources inflows, including resources use	Negative	Raw materials required for formulations, packaging and operations	●		
		Risk	Use of plastics in packaging	●		
	Resource outflows related to products and services	Positive	Pursuing circular practices		●	●
	Waste	Negative	Waste generation		●	●
Own Workforce S1	Working conditions	Positive	Employee well-being		●	
		Positive	Fair wages (including living wage)		●	
		Negative	Health and safety		●	
		Negative	Salary fairness		●	
		Opportunity	Work-life balance		●	
	Equal treatment and opportunities for all	Opportunity	Diverse workforce		●	
		Opportunity	Training and skills development		●	
		Risk	Employee turnover		●	
Workers in the Value Chain S2	Working conditions	Negative	Fair wage in the supply chain	●		
		Negative	Health and Safety in manufacturing in the supply chain	●		
	Other work-related rights	Negative	Forced and child labour in the supply chain	●		
Consumers and End-Users S4	Information-related impacts for consumers and/or end-users	Opportunity	Responsible and transparent communication			●
	Personal safety of consumers and/or end-users	Positive	Prioritising consumer health and safety and well-being			●
Business Conduct G1	Management of relationships with suppliers including payment practices	Positive	Creating long-term supplier partnerships	●		
	Corporate culture	Positive	Fostering employee pride		●	
	Cybersecurity and data privacy	Risk	Cybersecurity and data privacy		●	
	Animal welfare	Negative	Animal welfare			●

Identifying and measuring impacts, risks and opportunities

L'OCCITANE Group identifies impacts, risks and opportunities (IROs) in line with recommendations from ESRS 1. During the DMA process, the Group focused on identifying both actual and potential environmental, social and governance impacts, both positive and negative, across its entire value chain and over multiple time horizons (short-, medium- and long-term).

Positive impacts were defined only as those having a clear benefit to people or the environment. Actions taken to mitigate or address negative impacts were not considered as positive impacts.

The Group analysed and prioritised each IRO based on both impact and financial materiality. Entity-specific disclosures were not applied; instead, all identified IROs were reported in accordance with ESRS disclosure requirements wherever possible. As an initial guide, L'OCCITANE Group used a risk scoring approach aligned with ESRS requirements. This included input from stakeholders and considered severity, scope, irremediability and likelihood for impacts, as well as tailored financial risk and opportunity scoring based on the Group's risk management framework.

Stakeholder engagement

During the IRO identification phase, L'OCCITANE Group conducted a stakeholder consultation process which included an online survey distributed to a broad group of internal and external stakeholders. The aim was to gather stakeholders' input on the initial list of identified ESG topics, understand which ESG topics stakeholders prioritise, and capture their expectations regarding the Group's sustainability commitments. Further details are provided in the next section, SBM-2.

SBM-2
INTERESTS AND VIEWS OF STAKEHOLDERS

L'OCCITANE Group values the concerns of and ongoing dialogue with its stakeholders, which is a critical component of the Group's double materiality assessment (DMA) process.

As a certified B Corporation, L'OCCITANE Group is legally required to consider the impact of its decisions on all of its stakeholders – a model known as stakeholder governance.

Stakeholders are identified based on a mapping of internal and external parties across the value chain. Prioritisation is based on the level of influence that L'OCCITANE Group has on them, or that they have on L'OCCITANE Group.

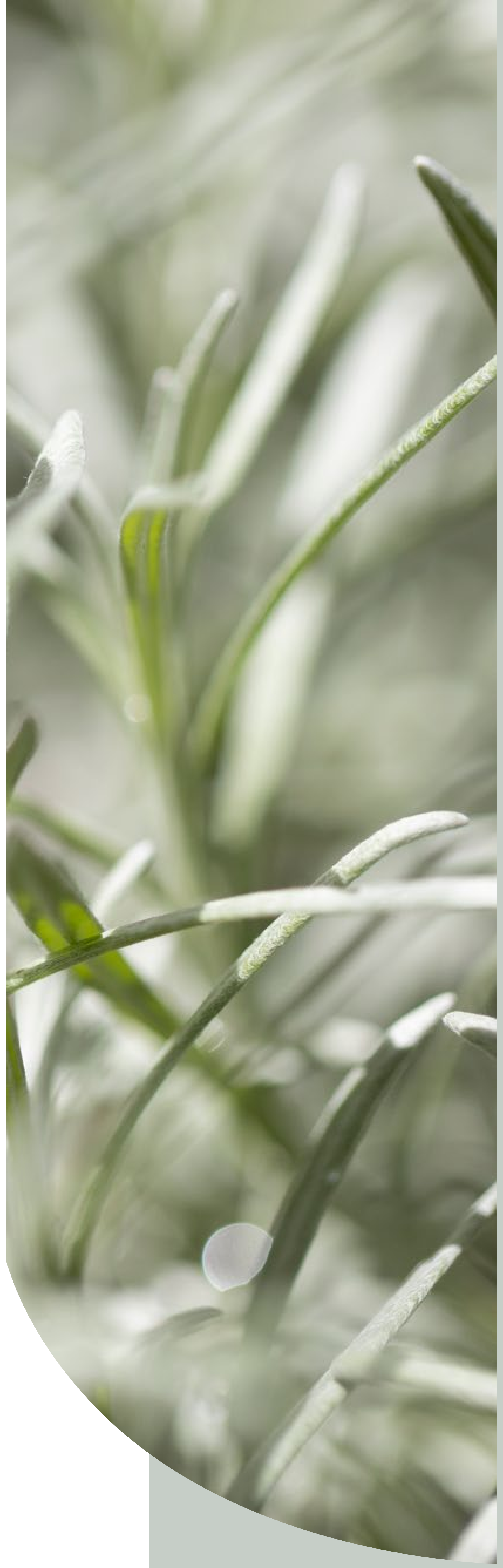
For the purpose of the DMA, the Group conducted stakeholder consultations with employees, consumers, suppliers, business partners, investors, industry associations and NGOs. As part of the planned DMA refresh in FY2027, the Group will re-engage its key stakeholders to ensure their perspectives continue to inform the assessment.

ESRS 2 General Disclosures

Under ESRS 2 General Disclosures, L'OCCITANE Group has a Board composed of four executive members, with no non-executive members or independent members, and a gender diversity ratio of 0%. As of FY2026, the Group employs 11,068 individuals, including 9,344 full-time equivalents (FTEs). The Company reported net revenue of €2.6 billion for the year.

STAKEHOLDERS	ENGAGEMENT MECHANISM	VALUE FOR STAKEHOLDERS	STAKEHOLDER CONSIDERATIONS IN DECISION-MAKING
Owners, shareholders and investors	Reporting, answering questions, organising face-to-face meetings, results presentation once a year, dedicated contact for investors.	Engaged on the Group's sustainability strategy and performance, with a focus on long-term positive impact and the triple bottom line model.	Expectations on strategy, sustainability performance and ESG reporting are considered in decision-making, informing long-term value creation, sustainability priorities and risk management.
Employees	Sociabble (internal social media), annual employee engagement survey (Culture Amp), town halls with senior management, solidarity events.	Employee feedback to improve processes and ways of working. Also flags potential concerns in a proactive manner, to nurture talent, to attract new talent and to promote the company's values.	Employee feedback helps shape decisions related to HR policies, transformation and organisational culture, and decision-making processes, to ensure employees are heard, feel respected and valued.
Customers	Social media listening, customer data analysis, interviews, focus groups, customer service, questionnaires, product testing and market research.	Customer satisfaction and engagement are a priority; feedback helps improve products, enhance brand experience and promote sustainable consumption.	Customer expectations on product quality, safety, transparency and sustainability are considered in product development, innovation and marketing decisions.
Suppliers	Sustainable sourcing partnerships, Responsible Procurement programme, collectives and industry initiatives (e.g., Responsible Beauty Initiative), certifications (e.g., Fair Trade), direct engagement with producers.	Engaged to collectively raise the bar on sustainability performance and support suppliers in overcoming challenges. This engagement is important to improve the livelihoods of smallholder farmers.	Supplier performance, ESG risks and expectations are considered in sourcing, procurement and innovation decisions. Suppliers also help manage risks, collect ESG data, and improve traceability, to secure supply of key raw materials.
Local communities	Through the L'Occitane en Provence Foundation, the Sol de Janeiro Foundation, and other brand-led philanthropic initiatives. Activities include donations (funds and products) to local communities and NGOs, in both sourcing areas and operational subsidiaries. Investment in a CarbonNature Fund, aiming to generate positive impacts for local communities.	Generate positive impact for communities where the Group operates and sources, supporting livelihoods and social development.	Community needs and expectations are considered in decisions on philanthropy, sourcing areas and local investments.
Industry associations and coalitions	Meetings, conferences, calls, advocacy, membership and workshops.	Engaged to influence and transform the business ecosystem, share best practices and monitor regulatory developments.	Industry collaboration and regulatory trends are considered in strategic and sustainability-related decisions.
NGOs and non-profit organisations	Ongoing dialogue, face-to-face meetings, representation in governance (for instance within the Foundation's board), participation in conferences, webinars, training, collaborative projects, partnerships and philanthropic support (mostly through monetary and product donations), common communication and valorisation operations.	Conduct actions at global and local levels on projects related to the Group's responsible sourcing activities. Active on issues related to sanitation, biodiversity, climate and human rights. Build relationships with NGOs to support them for philanthropic matters, globally and locally.	NGO expectations and expertise help inform sustainability priorities, sourcing practices and philanthropic actions.
Government	Ongoing dialogue, meetings and advocacy.	Engaged to support enabling conditions and promote sustainable cosmetics and responsible business practices.	Regulatory developments and public policy priorities are considered in compliance, advocacy and strategic positioning.
The Planet / Nature	Global and local actions for projects related to the Group's responsible sourcing activities. Active on issues related to sanitation, biodiversity, climate and human rights. Build relationships with NGOs to support them for philanthropic matters, globally and locally.	Aim to measure and reduce impacts on biodiversity and climate and contribute to regeneration and carbon neutrality.	Environmental indicators and ecosystem considerations are considered in decisions on sourcing, production and sustainability strategy.

ENVIRONMENT



E1
CLIMATE CHANGE

The World Meteorological Organization (WMO) has confirmed that 2025 was one of the three warmest years on record, continuing the streak of extraordinary global temperatures[1]. In response to the resulting impacts of rising sea levels, biodiversity loss, and more frequent extreme weather events, L'OCCITANE Group is maintaining its efforts to reduce emissions across its value chain through its Climate and Biodiversity Transition Plan. The Group's brands remain committed to achieving net zero emissions by 2050, and are taking immediate actions today to reduce emissions, enhance resource efficiency, and invest in sustainable solutions.

1 *https://wmo.int/news/media-centre/wmo-confirms-2025-was-one-of-warmest-years-record*

IMPACTS, RISKS AND OPPORTUNITIES

IRO TYPE

Impact materiality
- ⊕ Positive
- ⊖ Negative

Financial materiality
- Opportunity
- Risk

UPSTREAM
- Climate-related physical risks due to extreme heat and loss of assets
- ⊖ Scope 3 GHG emissions

OWN OPERATIONS
- Climate-related physical risks due to extreme heat and loss of assets
- Climate transition risk due to increased energy costs
- ⊖ Scope 1 and 2 GHG emissions

DOWNSTREAM
- ⊖ Scope 3 GHG emissions

E1-1

TRANSITION PLAN FOR CLIMATE CHANGE MITIGATION

L'OCCITANE Group has developed a Climate and Biodiversity Transition Plan that integrates its existing Climate Strategy, Biodiversity Strategy, and Environmental Policy into a cohesive framework. It addresses many of the climate- and biodiversity-related impacts, risks, and opportunities that the Group has identified and how the Group continues to manage these in its daily operations.

The Transition Plan amplifies the impact of the Group's sustainability actions through coordinating efforts across climate change mitigation, biodiversity conservation and community development initiatives. Nature-based and circular solutions are applied across products and operations to reduce waste, lower lifecycle emissions and water consumption, and to improve overall resource efficiency.

The Group acknowledges the interconnected nature of sustainability challenges and the importance of navigating trade-offs and synergies throughout the transition. Prioritising natural and traceable ingredients strengthens product authenticity and reduces reliance on synthetic materials but may increase pressure on ecosystems and agricultural resources. Similarly, evolving packaging to reduce environmental impact can lower waste but introduce new trade-offs in material sourcing and end-of-life solutions.

The Transition Plan covers the entire value chain, from upstream suppliers and internal operations to downstream activities, while also extending to initiatives beyond traditional operational boundaries. Actions are strategically prioritised through materiality and risk assessments to ensure a targeted and impactful approach. Short-, medium-, and long-term horizons have been defined for the Transition Plan, using FY2020 as the baseline for all reduction targets. To strengthen oversight and accountability, resource tracking is being formalised across the Group. L'Occitane en Provence is already implementing annual reviews, tracking sustainability investments as a percentage of net revenue and calculating impact ratios for each euro invested.

From a financial planning perspective, climate- and biodiversity-related opportunities are integrated into sustainable product and research and development decision-making. The Group tracks all sustainability-related costs (capital and operating expenditures) and sets budget guidelines at the brand and business unit level to ensure alignment with the Transition Plan's objectives, embedding sustainability criteria into capital allocation and investment decisions.

To guide its development, the Transition Plan references key international frameworks such as the Paris Agreement and the Kunming-Montreal Global Biodiversity Framework and is informed by best practices from initiatives like the Science Based Targets initiative (SBTi) and the Science Based Targets Network (SBTN). It also reflects insights from industry collaborations, such as those led by the Ellen MacArthur Foundation (EMAF), Action for Sustainable Derivatives Coalition (ASD), and the Roundtable on Sustainable Palm Oil (RSPO). In terms of transparency and accountability, the Group draws on leading disclosure frameworks including the Task Force on Climate-related Financial Disclosures (TCFD), the Taskforce on Nature-related Financial Disclosures (TNFD), and the European Sustainability Reporting Standards (ESRS), as well as guidance from the Transition Plan Taskforce (TPT).

All L'OCCITANE Group brands and business activities are expected to align with the Transition Plan. Where specific actions are less relevant to certain brands or operations, it allows for brand-specific adaptation, maintaining overall consistency while enabling flexibility. Each brand is responsible for implementing the activities outlined and for identifying and allocating the necessary resources, including employee time, operational, and capital expenditure. Collectively, each brand's efforts contribute to the Group's broader sustainability goals.

L'OCCITANE GROUP CLIMATE COMMITMENTS

GROUP

Reach **net zero GHG emissions** across the value chain by FY2050 from a FY2020 baseline year (SBTi-validated).

NEAR-TERM

Reduce **absolute Scope 1** GHG emissions by 46% by FY2031 from a FY2020 baseline year (SBTi-validated).

Increase annual sourcing of **renewable electricity** from 40% in FY2020 to **100% by FY2026** and continue annually sourcing 100% renewable electricity at least to the end of FY2031 (SBTi-validated).

Reduce **Scope 3** GHG emissions by **55% per unit of value added by FY2031** from a FY2020 baseline year (SBTi-validated).

Reduce **Scope 3** GHG emissions by 55% for net revenue by FY2031 from a FY2020 baseline year (CSRD alignment).

LONG-TERM

Reduce absolute Scope 1 and 2 GHG emissions by 90% by FY2050 from a FY2020 base year.

Reduce Scope 3 GHG emissions by 97% per unit of value added by FY2050 from a FY2020 base year.

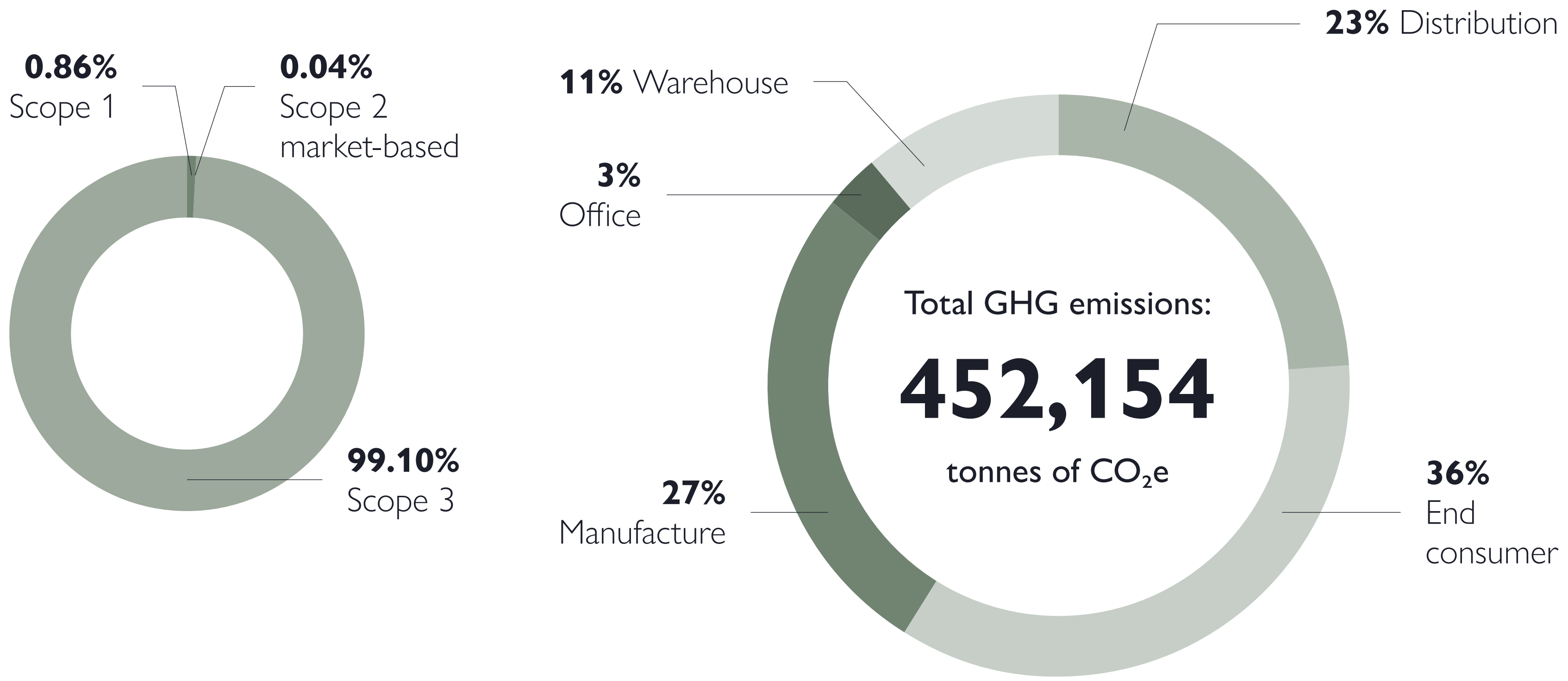
IMPACTS, RISKS AND OPPORTUNITIES

SBM-3
CLIMATE CHANGE-RELATED IMPACTS

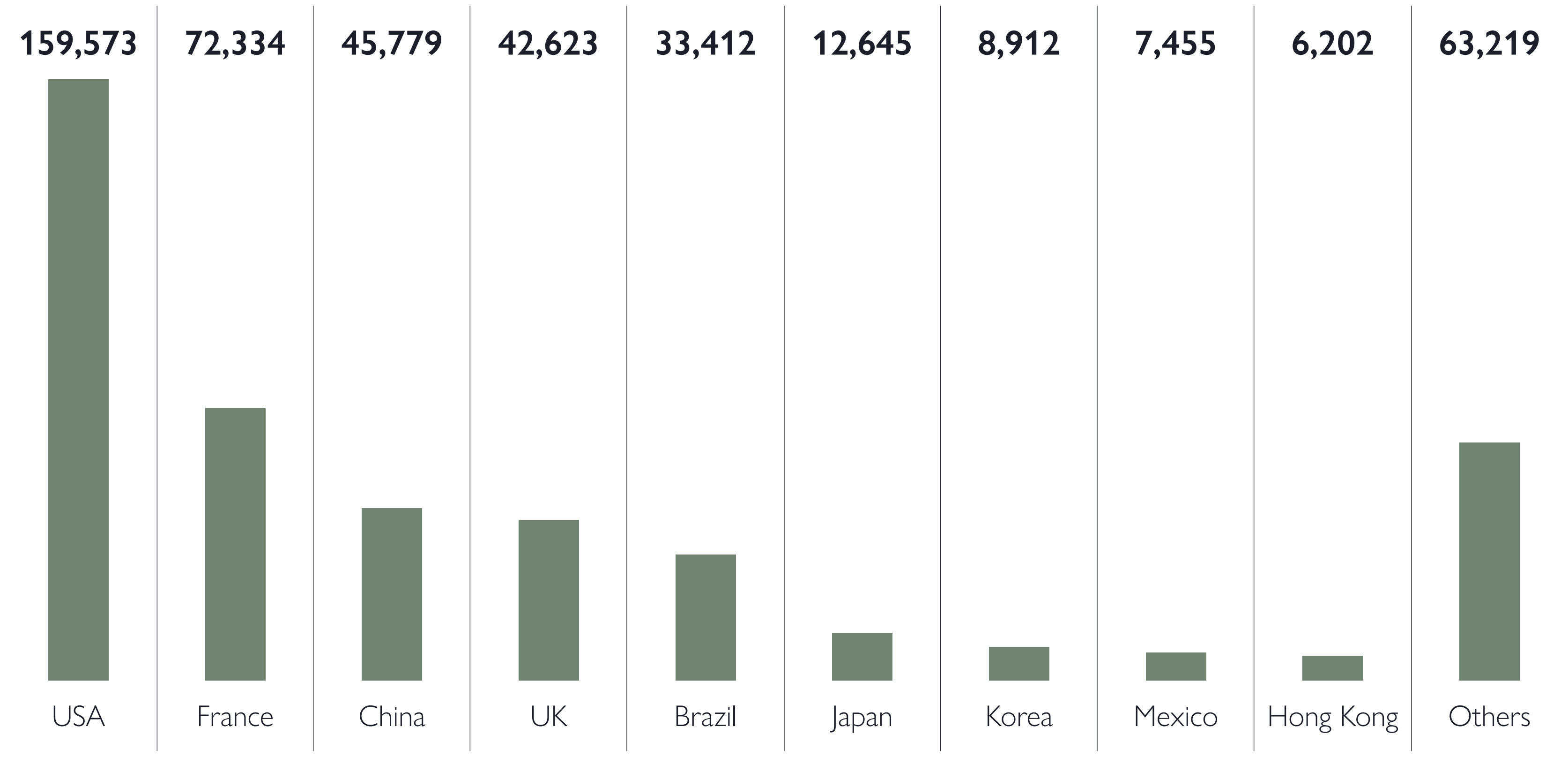
L'OCCITANE Group measures its climate-related impacts against defined targets and milestones. The Group has analysed its carbon footprint since 2008, continuously refining calculations to reflect business growth. This carbon accounting, reviewed annually by management, helps inform both the Group's strategy and business model. Greenhouse gas (GHG) emissions are measured across the value chain, from the purchase of raw materials to product use and end-of-life, in line with the GHG Protocol. This visibility helps to surface emissions hotspots, grounding the Group's transition efforts in accurate data. Each assessment cycle strengthens this foundation, expanding the volume and granularity of emissions data the Group can draw from. L'OCCITANE Group's FY2026 GHG inventory has undergone a limited assurance audit to validate the reliability and robustness of its carbon data. In its reporting, the Group considers any new methodological updates from the Science Based Targets initiative (SBTi) and the GHG Protocol.

FY2026 CARBON FOOTPRINT OVERVIEW

TOTAL GHG EMISSIONS (TONNES OF CO_2E)



TOTAL GHG EMISSIONS BREAKDOWN BY GEOGRAPHIC REGION



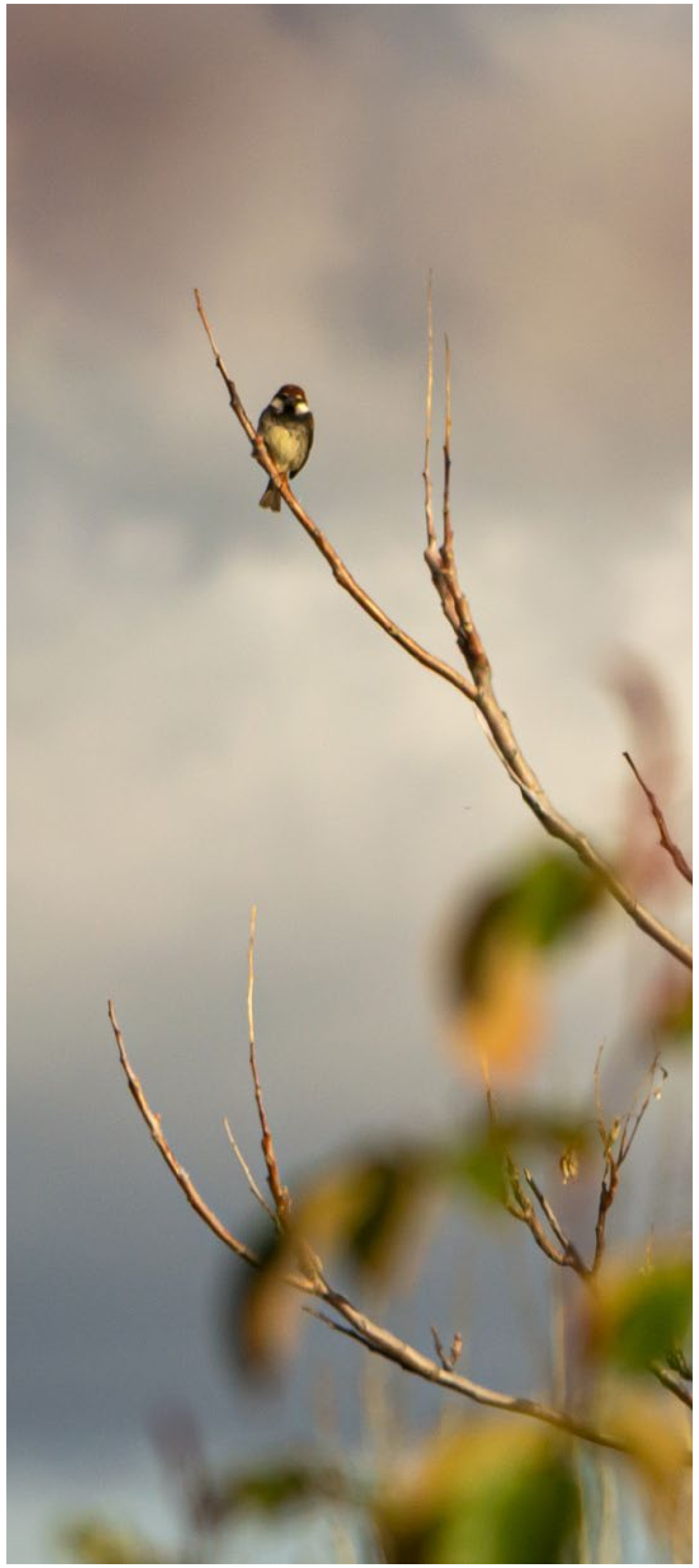
Negative impact of Scope 1 and 2 GHG emissions from operations

Scope 1 Impacts

Scope 1 emissions refer to direct emissions from sources owned or controlled by L'OCCITANE Group. These include emissions from natural gas used in its utilities, especially factories and warehouses, as well as fuel consumption from the Group's vehicle fleet. L'OCCITANE Group's manufacturing sites and some warehouses currently use gas to meet on-site energy needs, contributing to Scope 1 emissions. Efforts are underway to phase out gas usage in these utilities and transition to electric vehicles across its owned fleet to reduce direct carbon emissions. The Group operates four production sites, two in the South of France (Manosque and Lagorce), one in Italy (Sesto Fiorentino) and one on the eastern coast of Brazil (Itupeva).

Scope 2 Impacts

Scope 2 emissions include indirect emissions generated by the Group through purchased energy like electricity, steam, and heating/cooling networks for utilities, including own stores. In FY2026, the Group sourced 100% global electricity consumption, across all brands and facility types, from renewable sources. This marks a milestone for the Group in achieving both its Scope 2 near-term SBT target and RE100 commitment.

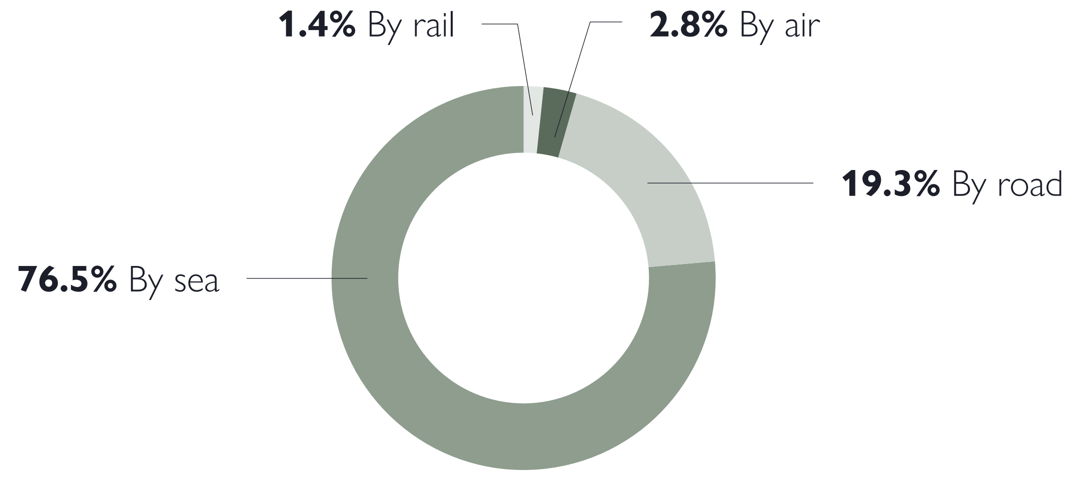


Negative impact of Scope 3 GHG emissions

Scope 3 emissions include other indirect emissions from the upstream and downstream associated activities such as sourcing of raw materials, packaging, transportation, and the products' use phase and end-of-life treatment. 99% of L'OCCITANE Group's total GHG emissions for FY2026 are represented by Scope 3 emissions, with purchased goods and services accounting for 41% of these emissions and the use phase by customers accounting for 30%. The following activities present opportunities for the L'OCCITANE Group to reduce its Scope 3 emissions:

MODAL BREAKDOWN OF PRODUCT TRANSPORT

% OF PRODUCT TRANSPORT BY MODE, BASED ON TONNES/KM



- The use phase of L'OCCITANE Group's products, particularly the use of shampoos and shower gels during hot showers, can generate significant emissions and contribute to substantial carbon footprints, depending on the energy mix in customers' locations.
- The materials used for L'OCCITANE Group's packaging: sourcing and manufacturing of packaging materials, and the location of suppliers' production sites, contribute to considerable carbon outputs.
- The sourcing of raw materials for L'OCCITANE Group's products: plants and other natural ingredients, particularly due to farming, lead to carbon emissions.
- The production of merchandising items for L'OCCITANE Group: merchandising materials, depending on the materials used and the distance between production facilities and suppliers, also generate emissions.
- The transportation of L'OCCITANE Group's raw materials and finished products generates significant emissions. Air freight, in particular, accounts for 43% of transport-related emissions, despite representing only 2.8% of total tonne-kilometres travelled.

E1-SBM-3
RESILIENCE ANALYSIS

During 2023, L'OCCITANE Group conducted its first climate-related risks and opportunities analysis, aligned with TCFD recommendations. Risks and opportunities were assessed across two-time horizons of medium-term (2030) and long-term (2050), based on two possible GHG emissions scenarios of 'high physical impact' scenario of +4°C (SSP5-8.5 IEA business-as-usual scenario) and 'fast transition' scenario of +1.5°C (SSP1-2.6 net zero emissions).

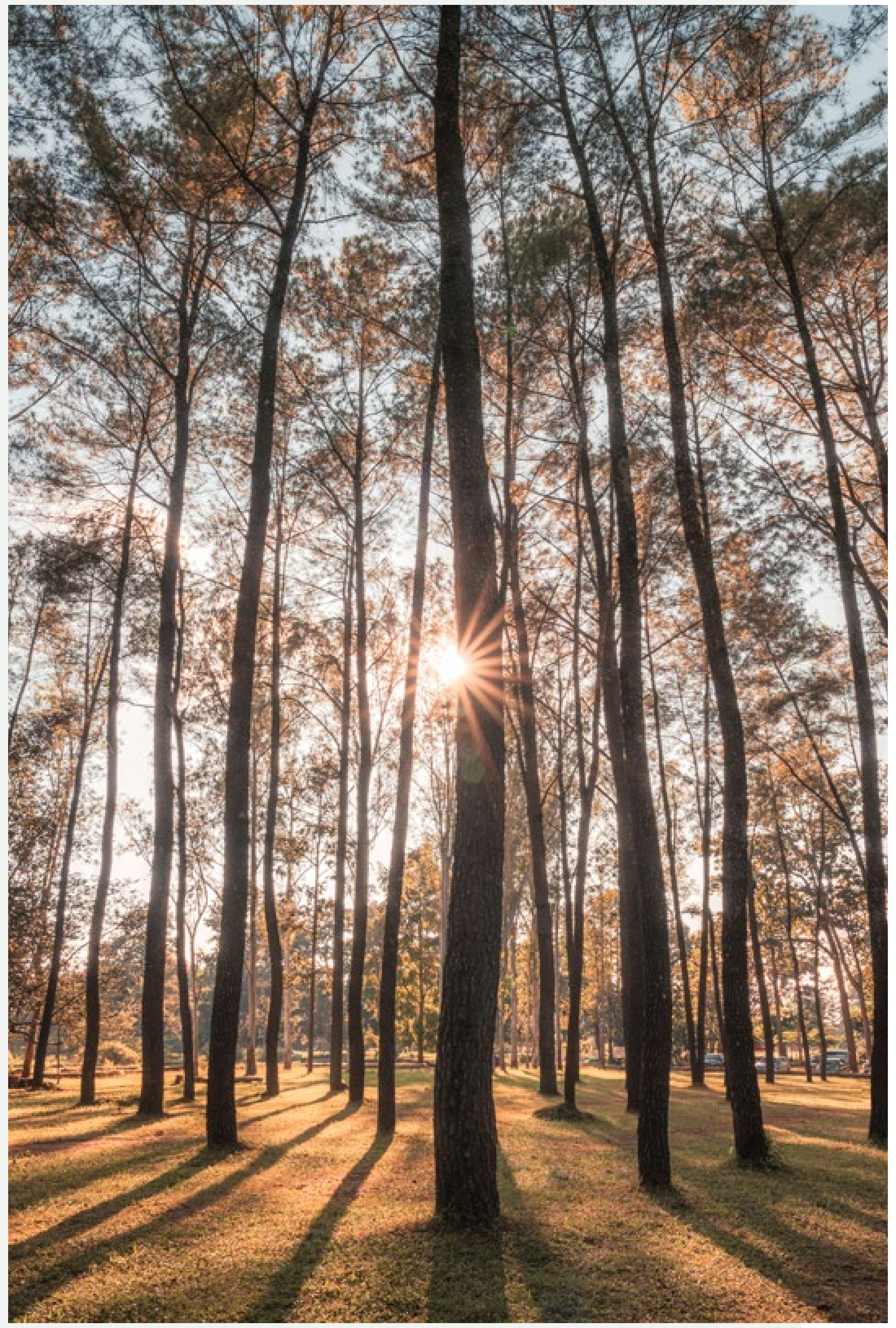
The assessment followed a three-step process:

1. Identification: creation of an extensive list of physical and transition risks and opportunities relevant to L'OCCITANE Group's operations and supply chain, based on business mapping and screening, with the physical risk assessment covering factories, warehouses, and data centres from L'Occitane en Provence, MELVITA, and L'Occitane au Brésil.

2. Prioritisation: high-level assessment of exposure (e.g., geographic footprint of L'OCCITANE Group and its current emissions) to prioritise risks and opportunities, and perceived vulnerability to hazards, based on type of industry and/or geopolitical landscape.

3. Analysis: hotspot climate scenario analysis based on the prioritised risks and opportunities, including a qualitative climate scenario which was conducted to explore the magnitude of change in the risks and opportunities.

L'OCCITANE Group is exploring how to build on this analysis with a physical climate risk assessment at the manufacturing level so that the Group can continue to develop its adaptation options, helping to further increase resilience.



SBM-3
CLIMATE CHANGE-RELATED RISKS AND OPPORTUNITIES

The results of the climate risks and opportunities analysis mentioned above were incorporated into L'OCCITANE Group's double materiality assessment (DMA) which was conducted in 2024 to understand material climate change-related risks and opportunities.

L'OCCITANE Group has identified the following material risks.

Climate-related physical risks due to extreme heat and loss of assets

Extreme temperatures have been identified as a risk that could affect L'OCCITANE Group's operations and logistics. The increasing frequency and intensity of extreme temperatures are projected to impact the yield of the Group's iconic and strategic crops, increase cooling and energy costs, and reduce worker productivity. Specifically, the following have been identified as material risks:

- Temperatures of +40°C will lead to increased storage and cooling costs of products, and reduced shelf life and overall product performance.
- Temperature regulation of Group facilities, including production sites, will lead to increased cooling that results in higher energy demand, costs and pressure on local grids. Rising temperatures threaten climate-sensitive crops that are strategic to the Group due to high business dependence, such as almond, argan, sunflower and rapeseed grown in the Mediterranean region. This may cause reduced yields in the medium and long-term.
- Temperature rises will lead to a greater demand for irrigation, placing additional water stress on farmers, communities and production.

The loss of fixed assets and disruption of business continuity due to infrastructure damage (e.g., at the Group's headquarters, manufacturing sites, or those of stakeholders and suppliers) in areas exposed to extreme weather events has been identified as a risk to L'OCCITANE Group. This may affect both the upstream and downstream stages of the value chain. For example, physical climate hazards affecting distribution channels could impact the Group and its distributors' ability to deliver products efficiently and maintain product availability.

Climate transition risk due to increased energy costs

Market dynamics leading to increased energy costs have been identified as a financial risk to L'OCCITANE Group which could lead to higher energy bills for temperature regulation at Group facilities, as mentioned above, and higher operating expenses, particularly for transportation as fuel prices increase.

MANAGEMENT OF IMPACTS, RISKS AND OPPORTUNITIES

E1-2 POLICIES

Group Climate Strategy and Environmental Policy

The Group published its Climate Strategy in FY2024 to further implement its climate ambitions, with all brands contributing towards shared targets. Aligned with the SBTi Net-Zero Standard, the Climate Strategy defines targets that support limiting global temperature rise to 1.5°C above pre-industrial levels. L'OCCITANE Group is committed to achieving net zero greenhouse gas (GHG) emissions across its value chain by FY2050, using FY2020 as the baseline. Both near- and long-term emissions reduction targets have been set in accordance with scientific guidance and have been approved by the SBTi.

In FY2026, the Group completed the update of its Group Environmental Policy, broadening its scope to include dedicated sections on climate change, biodiversity, circularity, pollution, and water. The policy sets the standards and commitments related to climate mitigation and adaptation, energy efficiency, renewable energy deployment, and environmental stewardship across its broader supply chain, providing internal teams with the guidance needed to translate these commitments into practice.

The CEOs of each Group brand are accountable for upholding this policy, while management of the relevant teams within each brand, such as Facilities, Formulation, Packaging, and Procurement, are responsible for providing the resources required to apply the policy's principles in practice.

E1-3 ACTIONS AND RESOURCES

Strategic pillars for climate action

L'OCCITANE Group's most material climate-related impacts are concentrated in the upstream and downstream value chain of its products. These impacts are primarily associated with the sourcing of raw materials and packaging, merchandising, transportation of goods, and the consumer use phases of sold products.

Approximately 26% of the Group's GHG footprint is attributable to energy consumption across operations, including utilities and transport. A further 42% is linked to the extraction and use of material resources throughout the value chain, and the remaining 32% is related to the use phase and end-of-life management of products. Based on this emissions profile, L'OCCITANE Group's Climate Strategy is built on three pillars:

- reducing emissions through energy decarbonisation;
- reducing shared-responsibility emissions by driving sustainable practices in partnership with stakeholders;
- and neutralising residual emissions by investing in nature-based solutions.

Reducing carbon emissions is a key objective of L'OCCITANE Group's sustainability strategy and underpins the transformation of business practices across both operations and the supply chain. This is implemented in close collaboration with stakeholders to drive more sustainable practices across the value chain, with tangible progress already made against Scope 1, 2 and 3 emissions targets. Residual emissions are addressed through investments in nature-based solutions, supporting the Group's long-term net zero pathway while delivering co-benefits for biodiversity and local communities.

Reducing emissions through energy decarbonisation

Scope 1 and 2 GHG emissions: transitioning to renewable energy

The Group aims to progressively replace fossil fuels with alternative energy sources both in its main own utilities (factories and warehouses) and professional vehicle fleet. Heat recovery systems are being introduced across factories to improve energy efficiency, while longer-term solutions are under consideration at key production sites. At Manosque, a geothermal energy project has been approved, with first works conducted in 2026, and delivery expected for 2027. At Lagorce, more than 4,500 m^2 of photovoltaic panels have been installed, already generating nearly 30% of the site's electricity needs, with a target of 70% by FY2030. In parallel, the professional vehicle fleet is transitioning towards electric models.

L'OCCITANE joined RE100 in 2016, committing to 100% renewable electricity and recognising that transitioning to renewable energy is both a business imperative and a critical lever for climate action. In FY2026, 100% of the Group's electricity consumption came from renewable sources through a mix of supply contracts, energy attribute certificates and self-consumption (respectively 49%, 47% and 4%). Our renewable electricity sourcing is aligned with RE100 technical criteria, with at least 85% originating from low-impact sources and facilities commissioned within the last 15 years.

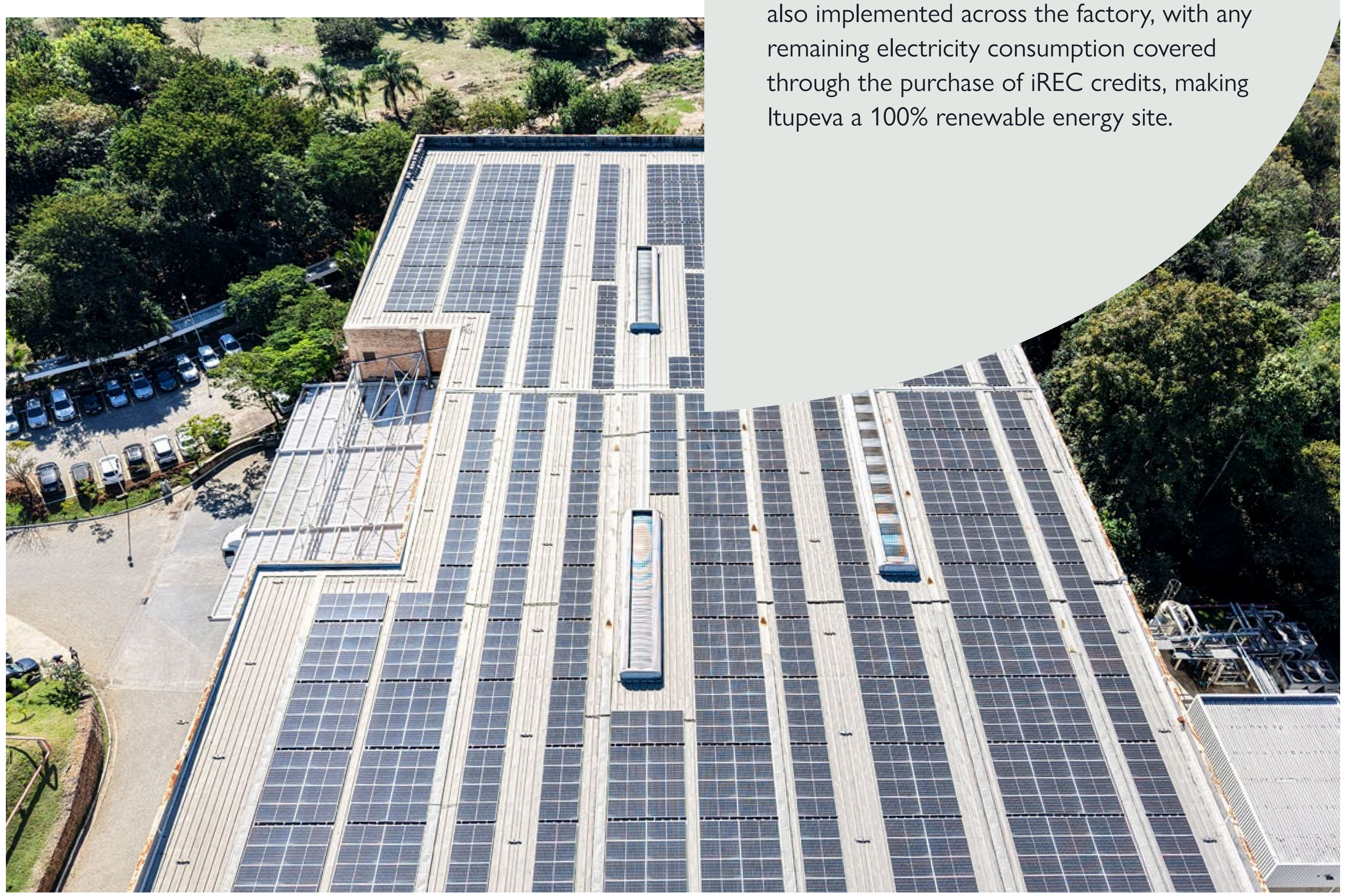
Achieving full renewable electricity coverage enables the Group to significantly decarbonise its electricity use, support the development of renewable energy capacities globally, including in challenging markets, and ensure responsible sourcing. Looking ahead, the Group plans to maintain this level of coverage over time, further expand its self-generation of renewable electricity and finance its renewable electricity sourcing locally.

Scope 1 and 2 GHG emissions: improving energy efficiency

L'OCCITANE Group's factories in France and Italy hold the ISO 14001 certification, highlighting the Group's long-standing commitment to implementing a rigorous environmental management system. For the French factories, certification was extended to the ISO 50001 standard in FY2024 as a result of the implementation of efficiency measures including production optimisation, pipe insulation, and heat recovery.

L'Occitane au Brésil

L'Occitane au Brésil generated over 352,000 kWh in 2025 following the completion of the solar rooftop installation at the Itupeva production site. The installation generates approximately 40% of the site's electricity needs. A real-time monitoring system tracks panel performance and identifies cleaning and maintenance needs, allowing generation losses to be anticipated and output maximised. The project points to the dual value of renewable energy investments, delivering both environmental impact and cost savings. Energy efficiency measures were also implemented across the factory, with any remaining electricity consumption covered through the purchase of iREC credits, making Itupeva a 100% renewable energy site.



Reducing shared-responsibility emissions in partnership with stakeholders

To address Scope 3 greenhouse gas (GHG) emissions, L'OCCITANE Group is implementing a comprehensive and integrated set of actions across its value chain. These include engaging suppliers to reduce their Scope 1 and 2 emissions, sourcing low-carbon and regeneratively farmed raw materials, and applying life cycle analysis (LCA) to guide the eco-design of products and packaging. In parallel, the Group's brands are minimising the environmental impact of packaging by reducing weight, increasing recycled content, and promoting reusable and refillable formats. The Group is also targeting downstream emissions related to product use, particularly energy and water consumption. In logistics, a green supply chain policy has been introduced to reduce emissions from goods transportation. Additionally, the Group is expanding circular solutions and strengthening its participation in industry coalitions to promote broader climate action.

Together, these initiatives, which are outlined in more detail below, demonstrate a systems-based approach to mitigating emissions beyond the Group's direct operations.

Scope 3 GHG emissions: climate change mitigation with suppliers

L'Occitane en Provence is collaborating with suppliers to reduce their Scope 1 and 2 GHG emissions by 50% by 2030 through the #NotJustSuppliers programme. L'Occitane en Provence, ERBORIAN and MELVITA have all engaged with key supplier partners to understand the emissions associated with raw material production, packaging, subcontracting, merchandising, IT and transportation. The brands review supplier progress annually, encourage partners to set relevant carbon reduction targets, and request investment plans to validate their commitments. Carbon management is incorporated into annual assessments and considered in key tenders to ensure suppliers remain responsible, while training and guidance are provided to support suppliers in implementing effective carbon management practices.

Scope 3 GHG emissions: eco-design of products and packaging

The Group embeds eco-design principles across its products and packaging to reduce GHG emissions and biodiversity impacts across the full product life cycle. A range of tools and methodologies inform this approach, including life cycle analysis (LCA) conducted in line with ISO 14040:2006, biodegradability and ecotoxicity assessments, and datasets on specific risks such as deforestation and water stress. Together, these offer a holistic view of both upstream impacts based on the type and origin of raw materials, and downstream impacts based on product use and end-of-life by retail country or market. LCA is being progressively adopted across the Group's brands, with a particular focus on bestselling products, to track and optimise environmental performance throughout the product life cycle, inform the eco-design roadmap and guide sustainable design and decision-making.

Scope 3 GHG emissions: reducing emissions from goods and people transportation

L'OCCITANE Group has implemented a green supply chain policy aimed at reducing the environmental impact of its logistics operations and supplier practices. For L'Occitane en Provence, the policy has led to a significant reduction in the use of air freight, with any major shipment now requiring validation by both the CEO and the CSO, driving progress on the Group's commitment to eliminate structural air freight by 2030 for the transport of its products. In addition, carbon reduction targets have been incorporated into the annual objectives of relevant functions and affiliates to reinforce accountability, contributing to a 19% decrease in CO_2 intensity (tCO_2eq / tonnes of products shipped) from transport compared with last year. The Group continues to transition to electric vehicles for last-mile deliveries and enhance the planning processes to minimise the need for urgent shipments. In parallel, the Group's brands are collaborating closely with suppliers to improve supply chain transparency and strengthen the quality and accuracy of shared data.

For employees, most of the brands have developed programmes to help reduce commuting emissions, such as a telework policy, public transportation incentive plans, and car-pooling tools.

Across several business units, initiatives have been implemented to enhance circularity. For example, by rounding customer orders to full boxes, some channels have achieved up to an 80% reduction in picking box usage. This contributes to improving resource efficiency and reducing material-related emissions across the value chain.

Scope 3 GHG emissions: enabling reductions during the use of L'OCCITANE Group's products

Emissions from the use of sold products remain a material hotspot for the L'OCCITANE Group, accounting for approximately 30% of its carbon footprint, primarily driven by the energy required to heat water when products are rinsed. While these emissions lie largely outside direct operational control and depend on consumer behaviour and local energy mixes, the Group is exploring pathways to address them. The approach combines system-level initiatives, including the Group's participation in the RE100 coalition since 2016, supporting the global transition to renewable electricity, with product-level R&D focused on reducing energy and water requirements during product use, such as low rinse and no rinse formulas, and improved rinseability. Through these efforts, L'OCCITANE Group seeks to identify meaningful levers to reduce consumer-use emissions over the long term, while continuing to deliver high-quality product experiences.

Neutralising residual emissions by investing in nature-based solutions

Scope 3 GHG emissions: sourcing low-carbon raw materials and transitioning to regenerative agriculture

L'Occitane en Provence and MELVITA support sustainable, organic and regenerative farming practices and agroforestry, which can reduce the carbon footprint of plant-based ingredients through carbon sequestration in soils and reducing use of fertilisers. These practices are a key component of the ingredient sourcing strategy. Positive impacts on carbon sequestration are not yet captured in the Group's carbon footprint assessment tool and remain under investigation.

L'OCCITANE Group achieved 100% renewable electricity across all owned and controlled sites in FY2026, a landmark achievement representing a decade of commitment since joining RE100, and a defining step forward in the Group's long-term decarbonisation journey toward FY2031 and beyond.

TARGETS AND METRICS

E1-4
TARGETS RELATED TO CLIMATE CHANGE

Overall net zero targets

L'OCCITANE Group commits to reaching net zero GHG emissions across the value chain by FY2050, from a FY2020 base year. Near- and long-term company-wide emissions-reduction targets are aligned with climate scientists' aims to limit the global temperature rise to 1.5°C. In being as ambitious and thorough as possible, the Group's net zero target has been approved by the Science Based Targets initiative (SBTi).

Near-term targets

L'OCCITANE Group commits to reducing absolute Scope 1 GHG emissions 46% by FY2031 from a FY2020 base year for sites L'OCCITANE Group owns or controls. In addition, the Group commits to increasing annual sourcing of renewable electricity from 40% in FY2020 to 100% by FY2026, and to continue annually sourcing 100% renewable electricity through to FY2031. The Group further commits to reducing Scope 3 GHG emissions 55% per unit of value added and per net sales by FY2031 from a FY2020 base year.

Long-term targets

L'OCCITANE Group commits to reducing absolute Scope 1 and 2 GHG emissions by 90% by FY2050 from a FY2020 base year. The Group also commits to reducing Scope 3 GHG emissions by 97% per unit of value added by FY2050 from a FY2020 base year.

Operational targets

L'Occitane en Provence has set operational targets to substitute natural gas in its utilities (factories, warehouses) and for suppliers to reduce their Scope 1 and 2 GHG emissions by 50% by 2030. L'Occitane en Provence aims to decrease the GHG intensity of production in its packaging by 30% by FY2029 compared to a FY2020 base year. The brand also aims to decrease the intensity of its raw materials production by 20% by FY2031 compared to FY2020 base year. The brand further aims to phase out all routine air shipment by FY2031, using it only for emergencies and exceptional cases, with a documented process for approval.

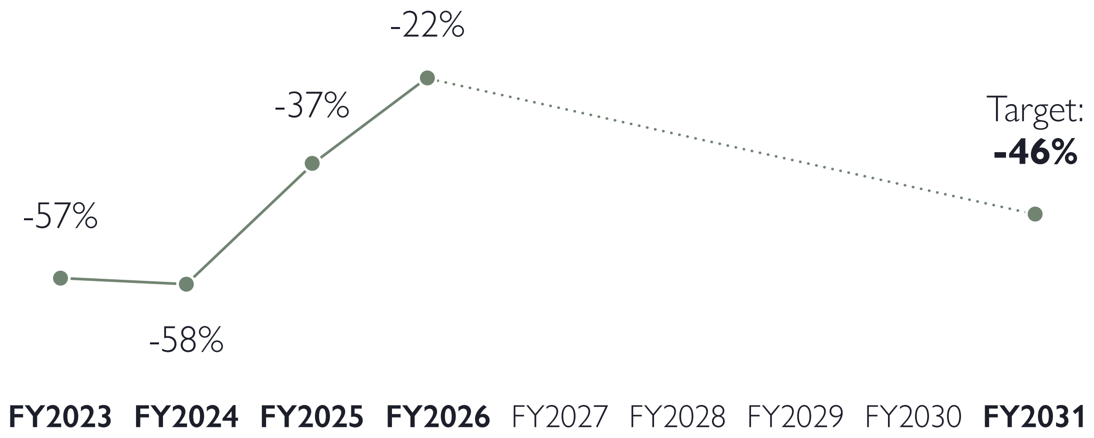
The Group has taken meticulous steps to ensure that the baseline values used to measure progress accurately reflect both operational activities and external influences.

To account for external factors that may affect energy consumption and related greenhouse gas (GHG) emissions, the Group has normalised its baseline values. This process involves adjusting the baseline to reflect typical conditions, thereby mitigating the impact of modifications such as new logistics routes or recalculated emission factors.

The trajectory of Scope 1 absolute emissions reduction reflects the expiry of biogas certificates previously used to offset gas consumption at the two French factories. The Group is now advancing structural substitution projects, including the geothermal energy initiative underway at Manosque.

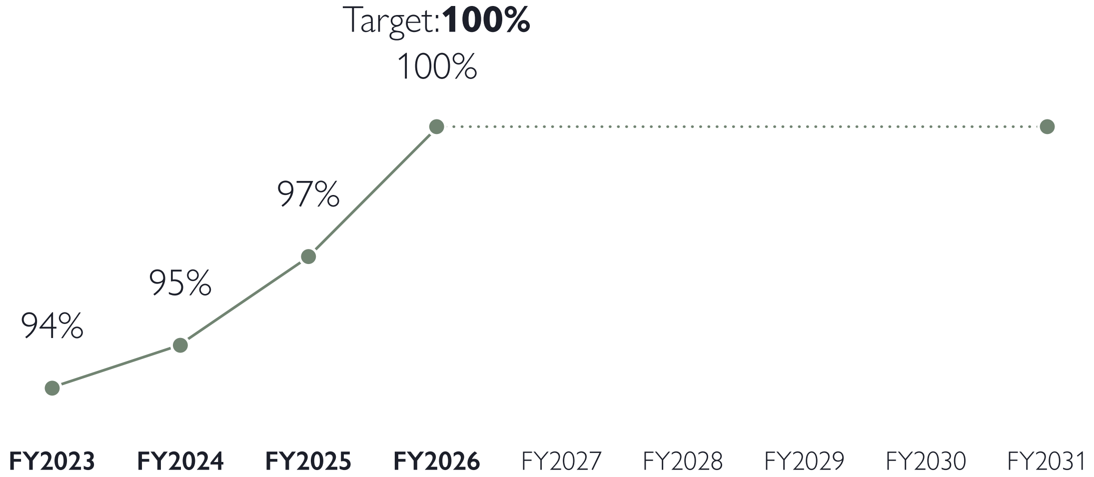
SCOPE 1[1]

% REDUCTION OF ABSOLUTE EMISSION VS. FY2020 BASELINE



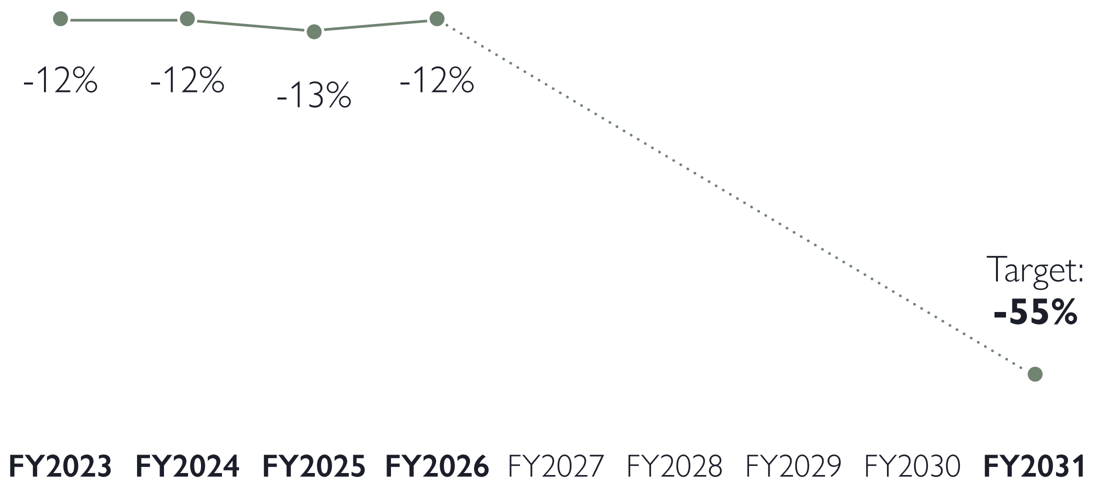
SCOPE 2

% RENEWABLE ELECTRICITY AT ALL OWN SITES



SCOPE 3[1]

% EVOLUTION OF ECONOMIC INTENSITY OF SCOPE 3 EMISSIONS COMPARED TO FY2020 IN TERMS OF NET REVENUE



1 *Historic figures disclosed in the previous ESG report may have been restated to reflect corrections identified during the assurance process.*

E1-5
ENERGY CONSUMPTION AND MIX

METRIC NAME	UNIT	FY2025	FY2026
Total energy consumption related to own operations	kWh	46,152,384	46,103,741
Total energy consumption from fossil sources	kWh	8,076,121	8,773,966
Total energy consumption from nuclear sources	kWh	120,186	-
Percentage of energy consumption from nuclear sources in total energy consumption	%	0.3%	0%
Total energy consumption from renewable sources	kWh	37,956,076	37,329,774
Fuel consumption from renewable sources	kWh	0	-
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	kWh	31,514,757	33,857,788
Consumption of self-generated non-fuel renewable energy	kWh	1,491,390	1,322,606
Percentage of energy consumption from renewable sources	%	82.2%	81%
Fuel consumption from coal and coal products	kWh	0	-
Fuel consumption from crude oil and petroleum products	kWh	96,338	84,350
Fuel consumption from natural gas	kWh	6,373,920	7,446,185
Fuel consumption from other fossil sources	kWh	0	-
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	kWh	1,132,968	1,243,431

METRIC NAME	UNIT	FY2025	FY2026
Percentage of fossil sources in total energy consumption	%	17.5%	19%
Non-renewable energy production	kWh	0	-
Renewable energy production	kWh	1,491,390	1,322,606
Total electricity consumption	kWh	35,123,790	33,857,788
Percentage of electricity consumption from renewable sources	%	97%	100%
Total gas consumption	kWh	9,730,175	8,060,831
Total manufacturing energy consumption	kWh	19,494,031[1]	18,400,820
Total renewable energy manufacturing	%	76.0%	64%
Intensity of energy consumption manufacturing	kWh/k unit produced	139	149
Total electricity consumption manufacturing	kWh	11,546,820	11,177,149
Electricity consumption from renewable sources manufacturing	%	99.4%	100%
Total stores electricity consumption	kWh	18,915,081	18,995,312
Total stores electricity consumption from renewable sources	kWh	18,202,653	18,995,312
Total gas consumption manufacturing	kWh	9,730,175	7,167,651

1 *Historic figures disclosed in the previous ESG report may have been restated to reflect corrections identified during the assurance process.*

E1-6
GHG INTENSITY[1]

METRIC NAME	UNIT	FY2025	FY2026
Biogenic emissions of CO_2 from combustion or bio-degradation of biomass not included in Scope 2 GHG emissions	tCO_2eq	0	0
Biogenic emissions of CO_2 from combustion or bio-degradation of biomass that occur in value chain not included in Scope 3 GHG emissions	tCO_2eq	0	0
Biogenic emissions of CO_2 from the combustion or bio-degradation of biomass not included in Scope 1 GHG emissions	tCO_2eq	0	0
Percentage of GHG Scope 3 calculated using primary data	%	88.6%	86.4%
GHG emissions intensity, location-based (total GHG emissions per net revenue)	kg CO_2eq/K€	171.95	175.75
GHG emissions intensity, market-based (total GHG emissions per net revenue)	kg CO_2eq/K€	167.99	171.36
GHG emissions intensity (per value added)	kg CO_2eq/K€	499.02	483.56
GHG emissions intensity, Scope 3, market-based (total GHG emissions per value added)	kg CO_2eq/K€	494.90	479.18
Intensity value of Scope 3 Greenhouse gas emissions reduction	tCO_2e/M€ of Value added	5%	3%
GHG emissions intensity Scope 3 (per net revenue)	kg CO_2eq/K€	166.60	169.81
GHG emissions intensity Scope 2, market-based (per net revenue)	kg CO_2eq/K€	0.28	0.07
GHG emissions intensity Scope 2, location-based (per net revenue)	kg CO_2eq/K€	4.24	4.46
GHG emissions intensity Scope 1, market-based (per net revenue)	kg CO_2eq/K€	1.11	1.48
Net revenue	€bn	2.8	2.6
Transport Carbon Intensity group	CO_2eq (g per t.km)	24.50	18.96
Transport Carbon Intensity group	CO_2eq (kg per t)	155.01	120.01

GHG ABSOLUTE EMISSIONS AND TARGETS[1]

	RETROSPECTIVE				MILESTONES AND TARGET YEARS		
	BASE YEAR FY2020	FY2025	FY2026	% N / N-1	FY2030	FY2050	ANNUAL % TARGET / BASE YEAR
SCOPE 1 GHG EMISSIONS							
Gross Scope 1 GHG emissions (tCO_2eq)	**5,021**	**3,147**	**3,907**	**24%**	**2,711**	**502**	**-7%**
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	N/A	N/A	N/A	N/A			
SCOPE 2 GHG EMISSIONS							
Gross location-based Scope 2 GHG emissions (tCO_2eq)	21,802	12,051	11,759	-2%			
Gross market-based Scope 2 GHG emissions (tCO_2eq)	**18,066**	**799**	**191**	**-76%**	**1,807**	**1,807**	**-7%**
SIGNIFICANT SCOPE 3 GHG EMISSIONS							
Total Gross indirect (Scope 3) GHG emissions (tCO_2eq)	**313,016**	**470,612**	**448,056**	**-5%**	GHG Intensity 2020 = 200 Target intensity reduction = 90	GHG Intensity 2020 = 200 Target intensity reduction = 8	**-11%**
1 Purchased goods and services	98,186	185,708	184,708	-1%			
2 Capital goods	10,230	2,474	1,187	-52%			
3 Fuel and energy-related activities (not included in Scope 1 or Scope 2)	2,368	247	462	87%			
4 Upstream transportation and distribution	9,066	26,215	39,784	52%			
5 Waste generated in operations	2,145	4,066	2,631	-35%			
6 Business travel	7,491	3,964	5,151	30%			
7 Employee commuting	9,026	13,140	12,625	-4%			
8 Upstream leased assets	-	-	-	-			
9 Downstream transportation	50,279	70,247	53,259	-24%			
10 Processing of sold products	-	-	-	-			
11 Use of sold products	106,538	150,498	133,402	-11%			
12 End-of-life treatment of sold products	7,313	9,950	10,255	3%			
13 Downstream leased assets	-	-	-	-			
14 Franchises	10,375	3,759	3,970	6%			
15 Investments	-	344	622	81%			
TOTAL GHG EMISSIONS							
Total GHG emissions (location-based) (tCO_2eq)	**339,839**	**485,811**	**463,721**	**-5%**			
Total GHG emissions (market-based) (tCO_2eq)	**336,102**	**474,559**	**452,154**	**-5%**			

1 *Historic figures disclosed in the previous ESG report may have been restated to reflect corrections identified during the assurance process, as well as to reflect updated emission factors for packaging and raw materials (Ecoinvent 3.10 to 3.11).*

E1-7
GHG REMOVALS AND GHG MITIGATION PROJECTS FINANCED THROUGH CARBON CREDITS

L'OCCITANE Group's GHG removals and mitigation projects reflect its commitment to addressing climate-change as well as social, economic and environmental issues. Serving as a key decarbonisation lever, the Group supports and invests in nature-based solutions such as high-value ecosystem preservation and restoration programmes, reforestation, regenerative agriculture projects, and rural energy projects.

Although GHG reductions must be the priority, permanent capture and storage of unabated emissions is a key component of the Paris Agreement net zero goals. Having set SBTi-approved net zero targets in line with science and global objectives, the Group is therefore committed to permanently neutralising 100% of its residual Scope 1, 2 and 3 emissions from FY2031 (in line with the requirement of the SBTi approach to reduce all emissions and use carbon credits for residual emissions only).

The Group supports projects focusing on areas impacted by its operations or identified as biodiversity hotspots, deforestation fronts, or climate-vulnerable regions, with the aim of achieving co-benefits for biodiversity and local communities.

Certifications

L'OCCITANE Group ensures all projects are certified to the highest standards, including the Verified Carbon Standard, the Gold Standard, the Climate, Community and Biodiversity Standards, and the Label Bas Carbone (Low Carbon Standard) in France.

Livelihoods Carbon Fund (LCF3)

In FY2022, L'OCCITANE Group joined the third Livelihoods Carbon Fund (LCF3), which was created to invest in large-scale, carbon-compensation projects that aim to improve the lives of two million people by restoring natural ecosystems, supporting sustainable farming and avoiding loss of biodiversity, with an investment of €5 million.

Climate Fund for Nature

The Mirova Climate Fund for Nature, of which L'OCCITANE Group is a founding member having committed €40 million in FY2023, finances projects that protect and restore nature while promoting women's empowerment. In FY2026, the Fund invested €10 million to scale regenerative agriculture in France and Belgium through the ReGeneration initiative. 3,400 farmers across 500,000 hectares benefitted from agronomic support and revenue-sharing from carbon credits in return for adopting more regenerative practices. This carbon investment demonstrates a structured approach to verified carbon projects, delivering measurable emissions reductions and supporting the transition to net zero.

E1-7
METRICS

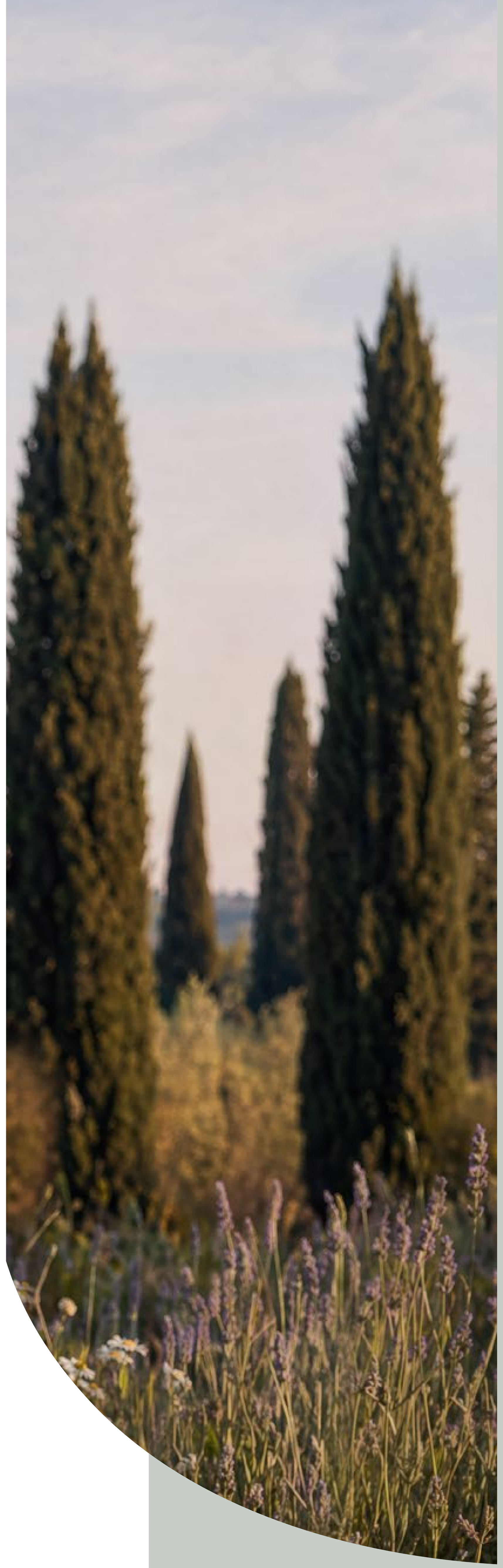
METRIC NAME	UNIT	FY2026
Total GHG removals and storage	tCO_2eq	0
GHG emissions associated with removal activity	tCO_2eq	0
Total amount of carbon credits outside value chain that are verified against recognised quality standards and cancelled	tCO_2eq	0
Total amount of carbon credits outside value chain planned to be cancelled in future	tCO_2eq	33,310
Reversals	%	0
Percentage of reduction projects	%	55
Percentage of removal projects	%	45
Percentage for recognised quality standard	%	100
Percentage issued from projects in European Union	%	0
Percentage that qualifies as corresponding adjustment	%	0
Date when carbon credits outside value chain are planned to be cancelled	Year	FY2031

E1-8
INTERNAL CARBON PRICING

To better understand the exposure to each transition risk or opportunity category, L'OCCITANE Group has conducted studies on how long-term plans and changes in policy, technology and market developments will impact the relevant sectors and geographies, considering the global, regional and national context. The Group uses a shadow price for its carbon pricing scheme, which has been used to assess certain capital expenditures, 'make or buy' decisions and operating expenses.

Scope

To date, the scope of application has been limited to pilot entities, primarily Laboratoires M&L and operations in France. Only medium-term and long-term horizons were considered for carbon pricing, with the carbon price set at €140/tonne four years ago, based notably on external benchmarks and consulting support.



E2 POLLUTION

Pollution is one of the most urgent environmental challenges of the twenty-first century, contributing significantly to climate change, biodiversity loss and adverse health outcomes. L'OCCITANE Group recognises both its responsibility and its opportunity to act in response to this global challenge. The Group's commitment to protecting natural ecosystems includes addressing pollution-related impacts, risks, and opportunities across its entire value chain. These include issues ranging from agricultural runoff during raw material cultivation, to the release of pollutants through the use and improper disposal of products and packaging.

IMPACTS, RISKS AND OPPORTUNITIES

IRO TYPE

Impact materiality
- ⊕ Positive
- ⊖ Negative

Financial materiality
- Opportunity
- Risk

UPSTREAM

⊖ Pollution from farming

OPERATIONS

Consumer behaviour change

DOWNSTREAM

⊖ Pollution from rinse-off and/or improper product/packaging disposal

SBM-3
MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL

L'OCCITANE Group identified the material impacts, risks and opportunities (IROs) related to pollution through its double materiality assessment (DMA). Beforehand, the Group had already been addressing many of the pollution-related IROs through existing policies, actions and targets. To gain a more in-depth understanding of pollution-specific issues, the Group conducted a dedicated DMA on this topic, with methodological support from an external consultancy, which served to confirm material IROs and guide future efforts. As part of this process, a LEAP (Locate, Evaluate, Assess, Prepare) approach was followed to further inform the Group on the impacts, risks and opportunities associated with pollution.

The Group's DMA identified water pollution, substances of concern and very high concern, and microplastics as material environmental sub-topics. Air pollution, soil contamination, and impacts on living organisms were assessed as non-material in the context of the L'OCCITANE Group's operations and value chain.

Though pollution-related impacts from the Group's own operations are considered non-material, continuous improvements are implemented across brands to lead by example. It is recognised that wastewater from the Group's manufacturing processes may contain trace amounts of ingredients, including substances of concern, but only in very low concentrations and always in compliance with local regulations. Hazardous waste from production and laboratory activities is managed and disposed of in compliance with local regulations and environmental management systems. Other operational waste, such as IT-related materials, presents a low environmental risk, as it represents only a small share of the Group's overall waste and is managed responsibly through programmes implemented across the Group. This, combined with the Group's donation programme and zero-landfill commitment at French production sites, significantly reduces the likelihood of such waste reaching landfill sites.

L'OCCITANE Group has identified the following three IROs as material to pollution.

Negative impact of pollution from farming

The runoff of fertilisers, pesticides, and herbicides used in raw material farming in the Group's upstream value chain, can contaminate soils and enter water bodies, leading to eutrophication and adverse effects on living organisms.

Opportunity to change consumer behaviour

L'OCCITANE Group sees an opportunity within its own operations related to consumer behaviour change, leading to increased demand for sustainable products (e.g., non-toxic, biodegradable, organic-certified) and potential market expansion in sustainable sectors.

Negative impact of pollution from rinse-off and/or improper product/packaging disposal

Downstream, the use of rinse-off products by consumers could contribute to the discharge of pollutants into water and impact the quality of the water discharged into wastewater systems.

Additionally, improper disposal by end-consumers of the Group's products and packaging, whether liquid or solid, could harm freshwater and marine ecosystems, including the release of substances and microplastics that may affect living organisms.

MANAGEMENT OF IMPACTS, RISKS AND OPPORTUNITIES

E2-1
POLICIES RELATED TO POLLUTION

L'OCCITANE Group Environmental Policy

The L'OCCITANE Group Environmental Policy includes a dedicated chapter on pollution and sets out standards and commitments to reduce pollution, covering water pollutants, substances of concern, substances of very high concern (SVHC), and microplastics. The scope includes own operations (i.e., production sites), the upstream supply chain (i.e., farming and extraction) and the downstream value chain (i.e., use phase). The policy supports the UN Sustainable Development Goals of 'Good Health and Well-being', 'Clean Water and Sanitation' and 'Life Below Water'.

The CEOs of each Group brand are accountable for upholding this policy, while management of the relevant teams within each brand, such as Facilities, Formulation, Packaging, and Procurement, are responsible for providing the resources required to apply the policy's principles in practice.

E2-2
ACTIONS AND RESOURCES

As part of its mitigation efforts, L'OCCITANE Group prioritises reducing water pollution, which has been identified as the most material pollution-related impact across the Group's value chain.

In response to these results, L'OCCITANE Group has implemented several measures throughout its value chain. Its production sites ensure that no harmful chemicals or pollutants are released into the environment through robust wastewater treatment and environmental management systems. All discharged water complies with, or exceeds, local standards. Additionally, strict controls on chemical usage in manufacturing help prevent future contamination of natural water systems. For more detailed information on water management, see Chapter E3.

To address the impacts of its own operations and the downstream effects of rinse-off products and consumer habits on water quality, most of the Group's brands monitor and track product biodegradability. L'OCCITANE Group is also leading a collaborative project within the Formul'Action consortium to identify more biodegradable alternatives for specific ingredient categories, such as hair conditioning agents and UV boosters. Launched in June 2025, the project is currently in the initial screening phase, selecting ingredients of interest ahead of pilot studies. Moreover, L'Occitane en Provence performs ecotoxicity assessments of key rinse-off and leave-on formulations and uses lifecycle analysis to understand and reduce potential downstream pollution.

Aligned with these efforts, the Group's brands are working on their formulation principles to further reduce pollution-related impacts. These include defining how products are designed including preferred ingredients, restricted or excluded substances, and environmental performance criteria such as biodegradability.

Examples of initiatives include:

- Sol de Janeiro has implemented a Restricted Substances List and developed a specific Formulation Charter, introduced a responsible procurement policy and joined the Group target for 95% of rinse-off formulas to be made up of 95% easily biodegradable ingredients by FY2030.
- ELEMIS published and communicated its Formula and Fragrance Principles with suppliers in September 2025. The principles include monitoring ingredient biodegradability according to the OECD 301 standard, which assesses how quickly substances break down into harmless components in water. The brand has also set a target for all rinse-off formulas to contain more than 95% readily biodegradable ingredients where possible.
- ERBORIAN and L'Occitane au Bresil follow the L'Occitane en Provence formulation charter, which lists ingredients that are either prohibited or restricted for environmental reasons and publishes its list of excluded ingredients along with environmental justifications.
- MELVITA products are certified organic under the Ecocert COSMOS standard and use an average of 99% natural ingredients across their formulas.
- L'Occitane en Provence applies a long-standing Formulation Philosophy which prioritises natural origin ingredients and high biodegradability formulations. Structured across three levels, this includes: 1) compliance with global regulations, 2) a Formulation Charter through which the brand transparently shares its ingredient choices, and 3) a Clean Charter requiring at least 95% natural origin ingredients for leave-on products (based on ISO 16128 Standard) and 95% readily biodegradable ingredients for rinse-off formulas (based on OECD guidelines).

In addition to formulation efforts, L'OCCITANE Group brands do not use carcinogenic, mutagenic, or reprotoxic (CMR) substances, SVHC, or plastic microbeads in their formulations. The Group is currently assessing the impact of its ingredients on ecosystems and already monitors formula biodegradability, an area in which it has established commitments.

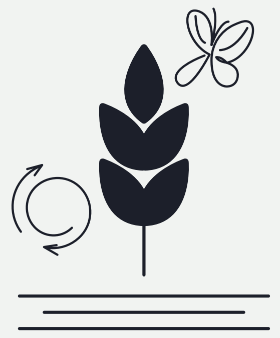
At the upstream level, the Group addresses pollution impacts arising from farming practices, which can cause runoff of fertilisers and pesticides into soil and waterways. To mitigate these impacts, L'OCCITANE Group promotes responsible sourcing and sustainable agricultural practices, including organic and regenerative or agroecological approaches. For example, L'Occitane en Provence has transitioned to organic lavender and has supported its iconic ingredients farmers in experimenting and implementing agroecological methods to improve soil quality and reduce agricultural runoff and its associated pollution. These efforts are part of the Group's biodiversity strategy. For more detailed information, see Chapter E4.

Finally, the Group addresses impacts from packaging and packaging materials with potential harm to ecosystems, through each brand's eco-design packaging charter and guidelines, and related initiatives. For more detailed information, see Chapter E5.

TARGETS AND METRICS

Current targets focus on mitigating the material impact of water pollution, specifically during the products' 'use phase', as well as reducing the impact and potential risk associated with packaging production and use (see E5-3 Targets). The majority of the Group's brands have set a target on biodegradability which aims to address the prevention and control of emissions to water and continue to progress the biodegradability of rinse-off products, in accordance with the OECD 301 standard.

E2-3
POLLUTION TARGETS



BY FY2030

95% of rinse-off formulas to be made up of 95% easily biodegradable ingredients for L'Occitane en Provence, MELVITA, L'Occitane au Brésil, Sol de Janeiro and ERBORIAN

GROUP BIODEGRADABILITY (excluding ELEMIS and Vranjes Firenze)

85%

rinse-off formulas with 95% of easily biodegradable ingredients

Biodegradability of ingredients across brands

During FY2026, further progress was made on improving the biodegradability of rinse-off products, according to the OECD 301 standard. During the year, the scope of the metric was expanded to include Sol de Janeiro.

% OF RINSE-OFF FORMULAS WITH 95% EASILY BIODEGRADABLE INGREDIENTS

GROUP (EXCLUDING ELEMIS AND VRANJES FIRENZE)

FY2026	85%
Target - FY2030	95%

% OF RINSE-OFF FORMULAS WITH 95% EASILY BIODEGRADABLE INGREDIENTS

FY2026 (EXCLUDING ELEMIS AND VRANJES FIRENZE)

L'Occitane en Provence	95%
MELVITA	84%
L'Occitane au Brésil	97%
ERBORIAN	95%
Sol de Janeiro	77%
Target - FY2030	95%

E3 WATER AND MARINE RESOURCES

Water scarcity is an escalating global issue, driven by increasing physical water stress, rising freshwater pollution and a growing share of the global population living in countries facing high or critical water stress. These pressures are making water availability a concern across all regions and communities. While freshwater availability is a material topic for the Group, the sourcing of marine resources is not covered in this section, as it is not considered relevant to L'OCCITANE Group's activities. As water plays a key role as an ingredient in many of the Group's formulations and is an essential resource for production processes, the Group is working to protect freshwater availability into the future.

IMPACTS, RISKS AND OPPORTUNITIES

IRO TYPE

Impact materiality
- ⊕ Positive
- ⊖ Negative

Financial materiality
- Opportunity
- Risk

UPSTREAM
- ⊖ Water use in farming practices
- (Risk) Water scarcity

OWN OPERATIONS
- (Risk) Water scarcity

DOWNSTREAM
- ⊖ Water footprint of product use-phase

SBM-3

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL

Water use and water quality are recognised as important topics for the cosmetics industry, making reducing water consumption, ensuring water quality, and protecting freshwater availability key priorities for L'OCCITANE Group. Water is a key ingredient in many of the L'OCCITANE Group's cosmetic formulations. Together with the dependency on raw material production and manufacturing in regions of potential water stress (e.g., the Mediterranean region, West Africa), this reinforces the Group's focus on mitigating negative impacts on freshwater availability where relevant in its activities. This chapter covers the Group's approach to water use, while water pollution is addressed in Chapter E2. During FY2022, L'OCCITANE Group conducted a global water footprint analysis, which helped to quantify its water use in the whole value chain. As part of this analysis, the Group investigated water stress factors at country-level allowing for a more detailed overview of local water use within the global Group context. From this study, two priority areas were identified:

- 90% of water footprint comes from the 'use phase': highlighting how 'rinse-off' products (e.g., shampoos, shower gels, soaps) are the primary drivers of water consumption;
- Excluding the 'use phase', 58% of water use is in the supply chain: showing that a significant proportion of the water footprint is associated with agricultural production (e.g., almonds in water stress areas).

Across L'OCCITANE Group's direct operations, including factories, warehouses, offices, spas, hotels and stores, manufacturing sites account for 44% of total water withdrawals. All production sites are continuously monitored for the volume of water withdrawn and released, as well as the quality of wastewater discharged, especially since the two French sites face seasonal water stress in summer and are located in biodiversity-sensitive areas for birds and habitats. On an annual basis, L'OCCITANE Group conducts a water risk analysis across all direct operations. In FY2026, it concluded that none of its water consumption occurs in areas facing high or very high-water scarcity risk[1]. However, some Group sites are located in areas where water withdrawals occurs in areas at water risk. Every year the Group carries a water risk assessment for all direct operations (factories, warehouses, offices and stores) and in FY2026 it concluded that around 7% of water withdrawal happens in areas with high or very high water scarcity risk.

L'OCCITANE Group has identified the following three IROs as material to water.

Negative impact of farming practices on water resources

Cultivating crops such as almonds in water-stressed areas may place additional pressure on local water resources, particularly in regions prone to droughts or scarcity.

Water scarcity risk

Operations located in areas exposed to high or very high-water scarcity, in both the medium- and long-term, may face disruptions, while upstream water shortages in some regions could also affect the availability of key raw materials and reduce yields of strategic crops. These conditions may pose financial risks across the upstream value chain and own operations.

Negative impact of product use phase on water resources

The use of certain products, particularly those that require rinsing, contributes to water consumption in the downstream value chain and may affect local water resources in some regions.

1 *Water consumption refers to water withdrawn that is not discharged (returned to its source after use). It is only measured at manufacturing sites as it is not considered relevant for other operations. None of the Group's manufacturing sites are located in areas of high or very high-water stress. Water withdrawal refers to all water drawn from a source across the Group's full operational footprint.*

MANAGEMENT OF IMPACTS, RISKS AND OPPORTUNITIES

E3-1 POLICIES

Group Environmental Policy

In FY2026, the Group completed the update of its Group Environmental Policy, which now includes a dedicated section on water. It establishes the standards and commitments of the Group to reduce water use and protect this essential resource, specifically:

- water use in the upstream supply chain (i.e., n-tier suppliers including farmers);
- water consumption, withdrawals, and discharges in own operations (i.e., factories); and
- water usage in the downstream value chain (i.e., use phase).

The policy contributes to the UN Sustainable Development Goal to 'ensure availability and sustainable management of water and sanitation for all'.

The CEOs of each Group brand are accountable for upholding this policy, while management of the relevant teams within each brand, such as Facilities, Formulation, Packaging, and Procurement, are responsible for providing the resources required to apply the policy's principles in practice.

L'OCCITANE Group considered its key stakeholders in the development of the water policy, including the Group's value chain partners (upstream and downstream) and local communities potentially affected by water.

E3-2 ACTIONS AND RESOURCES

Water use in farming practices

L'OCCITANE Group's deep commitment to regenerative agriculture and agroecological practices across strategic plant-based raw materials has multiple benefits for biodiversity, including the restoration of water cycles, reduced water pollution and minimisation of water use.

L'Occitane en Provence

Through its long-standing partnerships with independent farmers in France, L'Occitane en Provence has launched a collective programme to test and experiment with new farming practices aimed at increasing soil fertility and crop resilience, potentially leading to water savings. In the almond fields of Provence, this initiative includes introducing cover crops to preserve soil health and using flocks of sheep to naturally fertilise the soil and reduce the need for herbicides. In Spain, pilot plots experimenting with three new cover crops have been established in almond orchards, with early results informing new projects and further developments expected in the coming year.

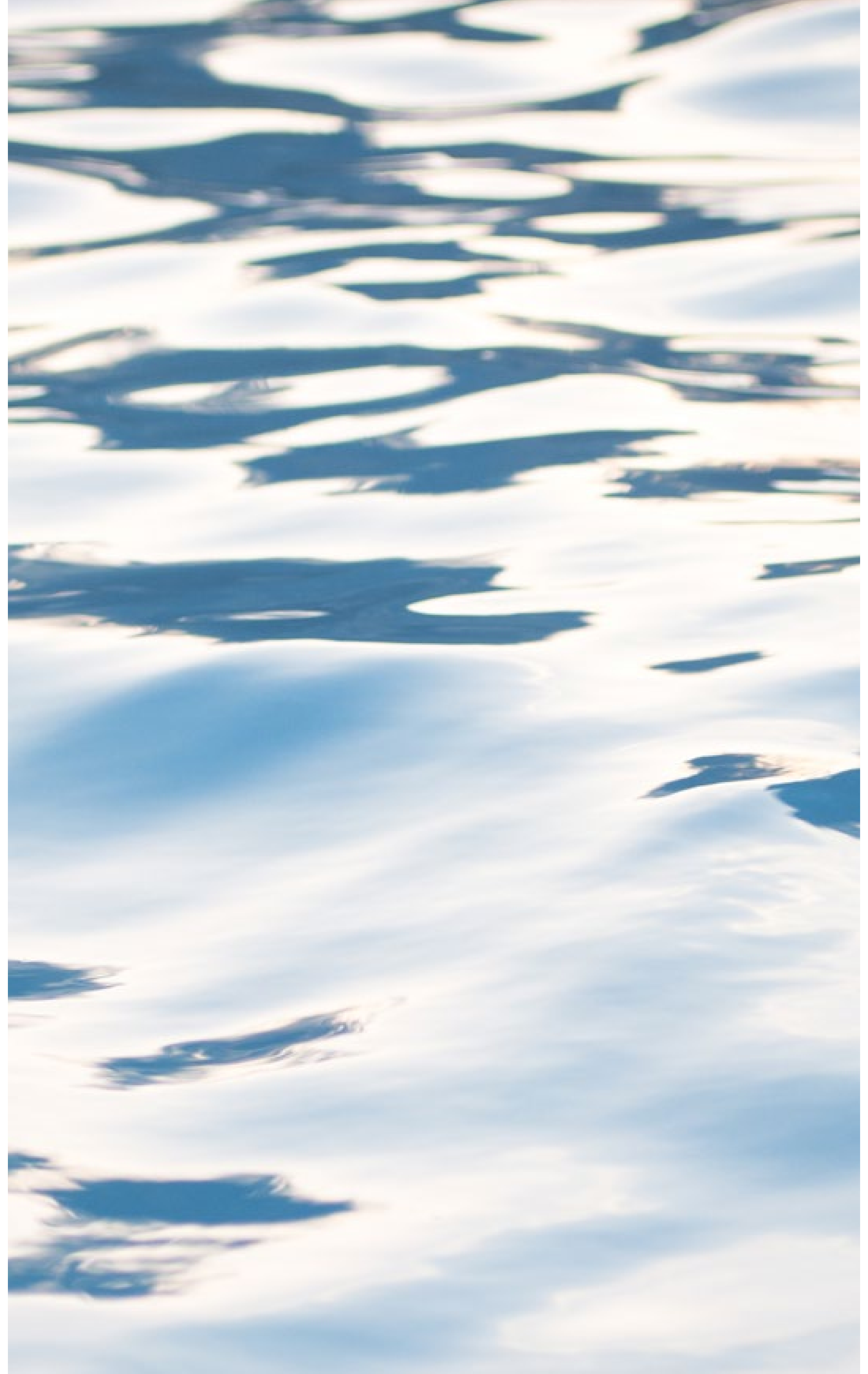
Additionally, through TRASCE participation and the Transparency-One platform (See S2-4), L'Occitane en Provence improved supply chain traceability, identifying suppliers in high water-stress areas, leading to more targeted mitigation actions.

One L'Occitane en Provence product range uses a specific spring water sourced from the Réotier spring in the French Southern Alps. To ensure withdrawals would not impact the site, L'Occitane en Provence engaged with hydrogeologists and naturalists at the early stages of the project.

Water use in direct operations

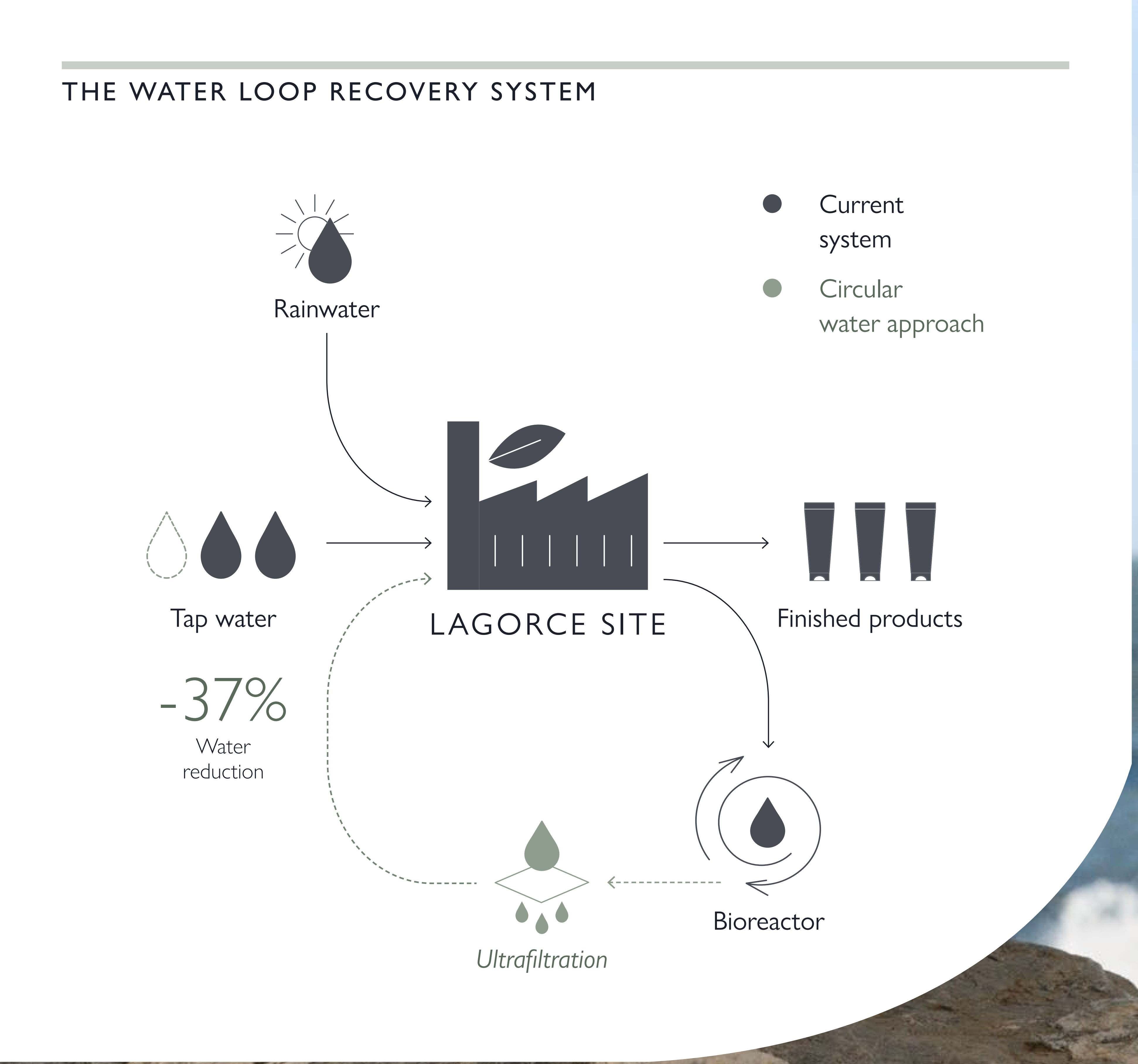
Since 2012, the Group's production sites have implemented water-saving innovations, achieving an overall reduction of 24% in water withdrawal intensity per tonne produced from a FY2020 baseline. The Lagorce site has long operated a biological water treatment facility and is now being transformed into the Group's first circular water factory project designed to recover industrial water and recycle it in a closed-loop system across the site and reduce municipal water withdrawal by 60%. The first phase, focused on industrial wastewater reuse, achieved a 37% reduction in water withdrawal since April 2025. In FY2026, the second phase of the project started, targeting an additional 5% reduction of water withdrawal. The third phase will target further water retention and recycling, with best practices being shared with the Manosque site, which has launched its own Circular Water study. The Group is anticipating an investment of €5.4 million for the Manosque Circular Water initiative, which is expected to go live within the next two years. Additionally, the Group has an ISO 14001-aligned environmental management system in its production sites which covers water management, including leak detection monitoring and corrective actions where needed.

In FY2026, L'Occitane en Provence participated in an exploratory study led by Mouvement Impact France and Wavestone to quantify the societal value of its Circular Water project at Lagorce. The study concluded that the project contributed to approximately €100,000 in avoided costs in 2026 for public authorities, local residents, and the broader economy, projected to rise up to €45 million in 2030 in a scenario of adoption by all manufacturers in the Ardèche region.



'Participating in this study has allowed us to evidence the commitments we make: companies' investments in sustainability are more than a moral commitment – it is not only a lever that strengthens the robustness of our business model, but also a way to avoid costs to the community and for the various businesses and economic stakeholders in the Ardèche region.'

Florian Croce
L'Occitane en Provence
manufacturing General Manager



Vranjes Firenze

Vranjes Firenze continues to advance its water efficiency initiatives. In FY2026, sections of the external water circuit pipes at Sesto Fiorentino were replaced in collaboration with the property owner. Water consumption is systematically recorded, monitored, and analysed, enabling proactive management and swift corrective interventions when necessary. Through these targeted improvements, the site is working towards its goal of zero leaks as part of a continuous improvement approach. An internal study comparing water usage from April to December 2025 with the same period in 2024 shows an estimated saving of 2,257 cubic metres of water.

Water footprint of product use phase

ELEMIS: H2NO initiative drives innovation on water dependency

In 2025, ELEMIS joined the H2NO initiative, launched by the University of Exeter, in collaboration with creative and communications experts M+C Saatchi and other leading beauty and personal care brands. The working group explores ways to reduce the reliance on water across the beauty industry, addressing one of the sector's most pressing environmental challenges.

For ELEMIS, H2NO represents a commitment to drive meaningful change through collaboration. By working alongside industry peers, academia, and creative partners, the brand combines rigorous scientific insight with a commercial lens to turn research into practical, scalable solutions.

L'Occitane en Provence

L'Occitane en Provence is investigating alternative approaches that minimise water consumption in the use phase, including evaluating rinse-off efficiency through dedicated testing equipment such as styling heads and shower cabins, with studies planned for FY2027, and exploring new cleansing techniques to reduce water use during product application.

TARGETS AND METRICS

E3-3
TARGETS

All L'OCCITANE Group's water targets are voluntary and aim to improve how the Group and its brands mitigate water use in farming practices and water scarcity risks. L'OCCITANE Group has not set targets on the water footprint of product 'use phase'. However, the Group and its brands continue to research improved formulations and communicate directly to consumers on ways to save water through simple changes in behaviours.

Water use in direct operation target

For its French manufacturing sites, the Group has engaged in local stakeholder consultations and studies to anticipate water related challenges and confirm the direction of its current strategy, to ensure the sustainability of its operations.

The Manosque site has set a water reduction target that exceeds the water basin reduction scenario, which defines what is required to maintain good ecosystem health and economic activities. At Lagorce, local authorities are still in the process of defining the water basin reduction target. However, the site has proactively assessed its hydroclimatic vulnerability to anticipate future water scarcity risks. The findings confirmed the need for the Circular Water project and informed the site's own water reduction targets, in line with the needs of the local ecosystem and community.

The Group has set targets on direct operations as follows:

- By FY2031, reduce water withdrawal by 30% for Manosque and Lagorce manufacturing sites (compared to 2019–2023 average baseline)
- For Iturpeva manufacturing site in Brazil, reduce water withdrawal per kg of products produced by 10% versus last year.

Water use in supply chain targets

Almond cultivation in the Mediterranean area has been identified for L'Occitane en Provence as a priority area for water resource management, representing the main contributor to its upstream water footprint. Sourcing areas are facing increasing water scarcity, putting almond availability at risk in the medium term. Water use and almond resilience to water scarcity will be part of a global regenerative agriculture programme for the Mediterranean almond supply chain, running through to 2030, with specific water reduction targets to be set and updated as the programme develops.

Water scarcity risk evaluation target

L'OCCITANE Group has achieved the following targets in FY2026:

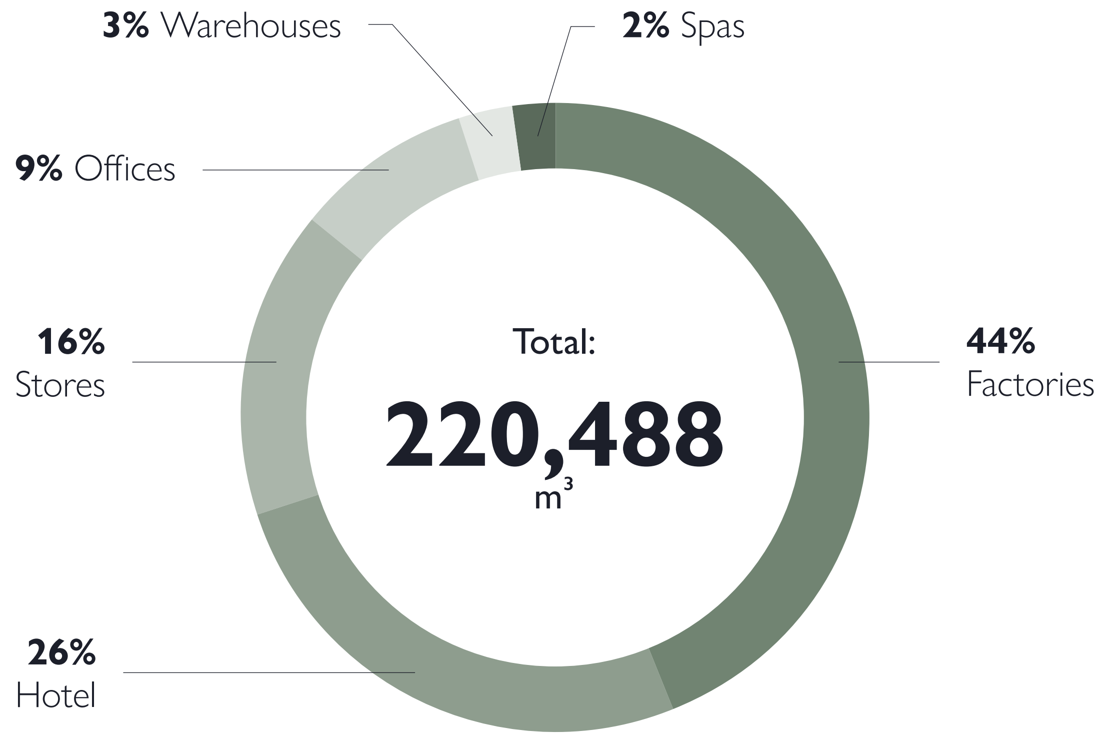
- By FY2026, conduct a water risk analysis for all direct operations.
- By FY2028, assess water risk for main L'Occitane en Provence and MELVITA suppliers (top 50% spend).

WATER WITHDRAWAL

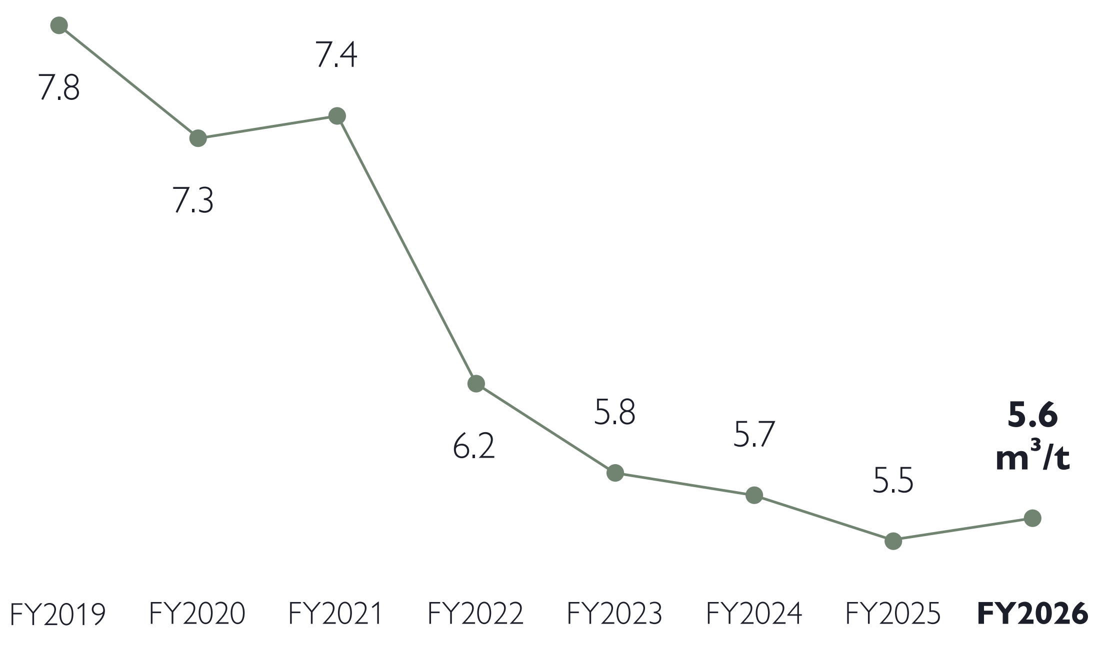
L'OCCITANE Group maps its water withdrawal using data from its own operations including factories, warehouses, office and stores – with the breakdown for FY2026 shown below. The Group reports water withdrawal as its primary water metric, as it reflects the actual demand placed on freshwater sources and aligns with how local authorities assess water basin management.

For FY2026, our total water consumption was 19,158 m³ and our total water withdrawal was 220,488 m³. Prior year figures have been restated following a methodology change to differentiate between water consumption and water withdrawal.

WATER WITHDRAWALS m³

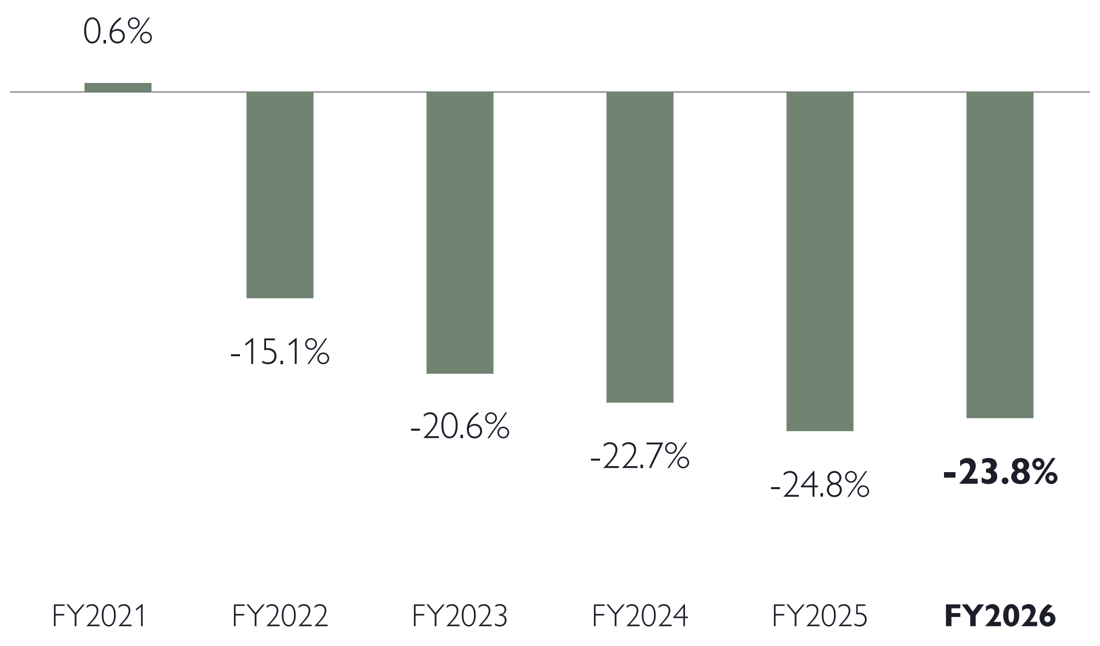


EVOLUTION OF WATER WITHDRAWAL INTENSITY FOR FACTORIES



% REDUCTION IN WATER WITHDRAWAL INTENSITY PER TONNE PRODUCED

BASELINE FY2020



L'OCCITANE Group's water withdrawal intensity stabilised at -24% against the 2020 baseline, with further reduction expected as the circular water projects at Lagorce and Manosque are delivered.

WATER WITHDRAWAL METRICS	UNIT	FY2025	FY2026
Total water withdrawal in areas at water risk, including areas of high-water stress	m³	28,315	30,497
Water withdrawal intensity ratio	m³/M€ Net revenue	59	62
Water withdrawal of all production sites	m³	93,896	96,166
Total water withdrawal	m³	221,413	220,488

E3
WATER CONSUMPTION METRICS

METRIC NAME	UNIT	FY2025	FY2026
Total water consumption	m³	N/A	19,158
Total water consumption in areas at water risk, including areas of high-water stress	m³	0	0

E4
BIODIVERSITY AND ECOSYSTEMS

L'OCCITANE Group is a member of the important and growing community of public- and private-sector actors committed to the Kunming-Montreal Global Biodiversity Framework's ambition of a world 'where biodiversity is valued, conserved, restored and wisely used, maintaining ecosystem services, sustaining a healthy planet and delivering benefits essential for all people'[1]. The Group focuses on reducing pressures on biodiversity and improving ecosystem health, both within its own business operations and beyond in its 'sphere of influence' through collective action and advocacy.

While this section covers land use change and resource exploitation, several initiatives described below, including regenerative agriculture, generate cross-cutting benefits with positive impacts across environmental topics that play a role in biodiversity loss and conservation. This underscores the integrated nature of the Group's approach to biodiversity preservation. Other drivers are addressed separately in this report.

1 *cbd.int/gbf/vision*

IMPACTS, RISKS AND OPPORTUNITIES

IRO TYPE

Impact materiality
(+) Positive
(−) Negative

Financial materiality
(^) Opportunity
(v) Risk

STRATEGY

E4-1
TRANSITION PLAN AND CONSIDERATION OF BIODIVERSITY AND ECOSYSTEMS IN STRATEGY AND BUSINESS MODEL

As mentioned previously in the E1 Climate Change chapter, L'OCCITANE Group has developed a Climate and Biodiversity Transition Plan, which is also relevant to the topics covered in this chapter. While no formal resilience analysis has been included in this plan, the Group remains committed to science-based targets and a vision to limit global warming to 1.5°C, including net zero emissions by 2050 through greenhouse gas emission reductions and nature-based carbon removal.

The Group firmly supports the Kunming-Montreal Global Biodiversity Framework and aims at addressing the key drivers of biodiversity loss which are most material to its business, focusing on climate, land use and land use change, water use, pollution with substances of concern, and use of natural resources.

To achieve these objectives, the Group invests in improving the impacts of its products, enhancing processes within its own operations, restoring, regenerating, and conserving ecosystems, and engaging stakeholders to drive collective action. Regenerative agriculture continues to guide the Group's approach to improve upstream impacts, as these practices have many benefits, including increased biodiversity, soil health, water retention, carbon sequestration and reduced pollution.

L'Occitane en Provence and MELVITA brands are transforming their business model for raw materials with short supply chains, particularly iconic and other botanical ingredients, by focusing on:

- favouring organic and fair-trade practices and certification where feasible;
- implementing regenerative agriculture practices; and
- supporting sustainable agroforestry systems, particularly through collaboration with producers and their communities.

For more complex supply chains (e.g. commodities and derivative raw materials), L'Occitane en Provence and MELVITA continue to focus on promoting sustainable practices through certification where possible (e.g. RSPO). The brands are supporting regenerative agriculture and agroforestry practices across areas of land that are at least equivalent to the existing footprint of those materials within the supply chain.

IMPACTS, RISKS AND OPPORTUNITIES

SBM-3
MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL

The Group-level double materiality assessment identified biodiversity and ecosystems, together with the interrelated challenges of water and climate change, as top priorities.

The following five IROs have been identified as material.

Negative impact of raw materials production on biodiversity

L'OCCITANE Group's upstream activities can negatively impact species, as its formulations rely on a wide range of ingredients, with strategic raw materials mainly sourced from cultivated plants, as well as some wild-harvested species. Habitat loss and fragmentation can reduce species' territories, while the use of pesticides and fertilisers can contaminate ecosystems and harm wildlife. Monoculture practices and the intensive farming of raw materials can lead to soil depletion and erosion, reducing an ecosystem's ability to provide essential services, such as crop production, local water availability and climate regulation.

Positive impact of regenerative agriculture on biodiversity

L'OCCITANE Group is deeply committed to regenerative agriculture, focusing on restoring the health of the ecosystems where its raw materials are cultivated, and this offers a positive impact on the upstream value chain. Through its brands, including L'Occitane en Provence, MELVITA and ELEMIS, the Group supports sustainable land use and regenerative practices that help reverse soil degradation, enhance biodiversity and improve land resilience, particularly in areas vulnerable to desertification. In addition, the responsible sourcing of wild ingredients supports the protection and regeneration of natural and semi-natural ecosystems, particularly those under pressure from overexploitation or climate change.

Risk related to the availability of natural raw materials

L'OCCITANE Group may face financial risks when natural raw materials become more expensive or unavailable due to high demand or shortages caused by extreme climate events and climate change. Shortages could lead to increased costs for sourcing natural raw materials, thereby impacting profitability (e.g., reduced margins due to increased material costs). In addition, new regulations on specific raw materials (e.g., the EU Deforestation and Forest Degradation Regulation (EUDR)) may lead to business interruptions and supply chain disruptions if suppliers encounter challenges to meet compliance requirements.

Risk related to lack of traceability of raw materials

L'OCCITANE Group may face upstream financial and reputational risks due to limited visibility regarding the composition, origin, or legality of certain raw materials. Low traceability may lead to higher sourcing and compliance costs, operational delays, and reputational risk due to limited capacity to manage supply chain risks.

Negative impact of direct operations impact on biodiversity

L'OCCITANE Group's own operations (e.g., manufacturing sites and warehouses) offer a high level of control on mitigating the negative impact on biodiversity. Potential impacts are mainly indirect, through carbon emissions, water use and water pollution. Direct impacts may arise from the development of new warehouses and facilities, which can lead to land conversion, potentially affecting local ecosystems and contributing to habitat loss.

Further biodiversity assessment throughout value chain

Raw materials impact assessment

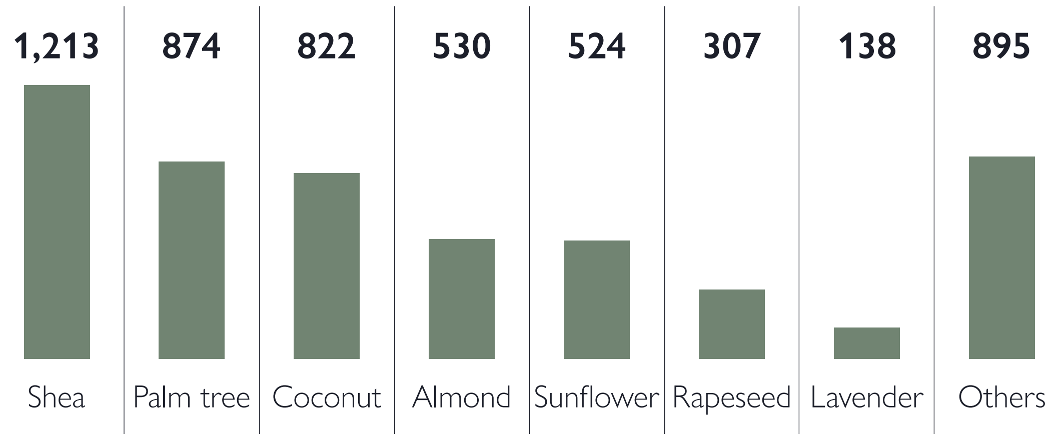
Raw material production represents the highest risks to biodiversity, but also the greatest opportunity for positive impacts through restoration, regeneration and conservation of ecosystems. L'OCCITANE Group assesses the biodiversity impacts of raw materials production according to three pillars:

- Traceability: The Group aims to identify the plants used in its raw materials and their geographical origin at a country level. The Group targets 90% of the total volumes of purchased plant-based raw materials traced back to the country of origin by FY2031. In FY2026, the Group reached 68%. In parallel, through the Group's participation in the TRASCE consortium (See S2-4), and use of the Transparency-One platform, supply chain visibility has been strengthened, identifying exposure to deforestation-risk regions.
- Risk Analysis: Based on traceability information, the analysis is conducted against a suite of social and/or environmental risks potentially associated with plant cultivation or harvest. L'OCCITANE Group has a FY2031 target to assess 90% of raw materials by volume against social and/or environmental risks, including deforestation risk.
- Land footprint evaluation: The land footprint refers to the ground surface area necessary to cultivate or harvest the plants used to produce raw materials used in products. The Group has a bespoke tool accounting for agricultural yields and the ratios of plants used to produce each ingredient. The source information originates from published life cycle analyses and FAO databases, or directly from the producers. The L'Occitane en Provence and MELVITA land footprint is estimated at around 5,300 hectares in FY2026.

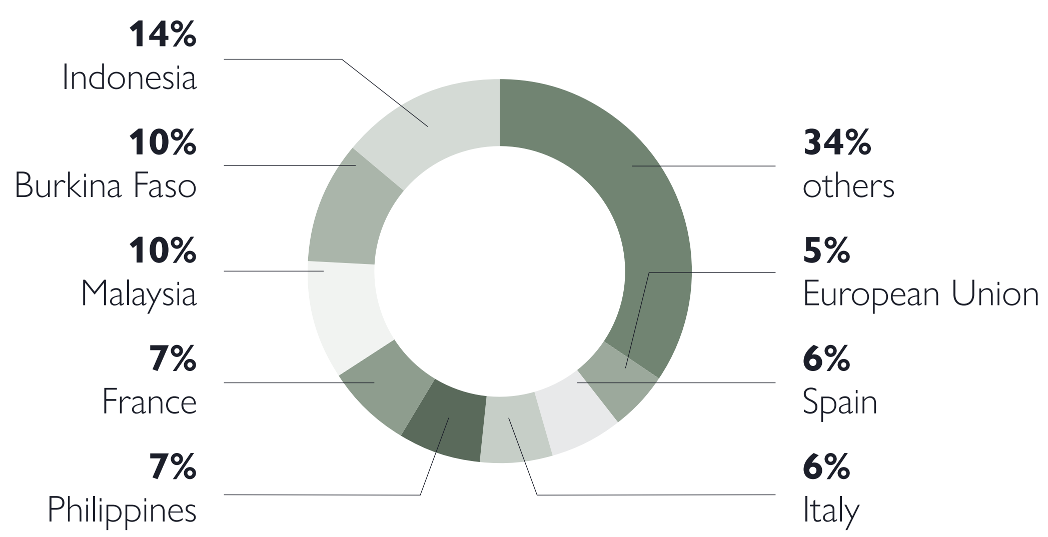
In addition to those assessments, in 2023, L'Occitane en Provence and MELVITA conducted a deeper analysis of biodiversity materiality across their supply chains, using the SBTN materiality tool for upstream activities and an external assessment across the cosmetics sector. This confirmed that raw materials production is a priority area for action for the brands.

ESTIMATED LAND FOOTPRINT FOR L'OCCITANE EN PROVENCE AND MELVITA (HA)

PER PLANT (TOTAL FY2026 = 5,307)



PER COUNTRY



Direct operations impact assessment

While the most significant footprint is associated with raw material production, the footprint of direct operations is also important to consider in terms of the Group's ability to not only mitigate impact and risk but also design approaches to drive positive outcomes for biodiversity. The Group has three production sites (two French, one Brazilian) and two offices/warehouses located in regions of recognised and protected biodiversity, occupying around 17 hectares.

Currently, the Group's other direct operations footprint also includes:

- Nine warehouses located in France, India, Austria, Australia, Italy, United Kingdom and Brazil;
- Retail space through operating 1,400 stores in 35 countries, located in city centres and malls, and thus not considered as material on land use and biodiversity topic.

Efforts to date have been focused on manufacturing sites, to reduce its pressure on climate change, water use and pollution and support 'biodiversity-positive' approaches on the land sites. Biodiversity studies have identified the ways in which biodiversity can be enhanced across the sites. This includes restoration of micro-habitats for local biodiversity, notably birds and insects.

Product use and disposal assessment

While this section focuses on biodiversity and ecosystems impacts related to direct operations, sourcing and production, it is important to note that product use and end-of-life stages also carry material implications for biodiversity, primarily through pollution. These life cycle stages are therefore discussed in more detail in chapter E2 Pollution, due to their close connection to adverse environmental impacts and waste management.

MANAGEMENT OF IMPACTS, RISKS AND OPPORTUNITIES

L'OCCITANE Group is committed to acting responsibly towards biodiversity in the regions where it operates. The Group strives to minimise its environmental footprint by implementing strong controls within its own operations, while also working closely with its supply chain partners to mitigate impacts on local ecosystems, climate change and water resources.

The L'OCCITANE Group does not buy crude palm oil, but certain processed products purchased from its suppliers are derived from palm oil or palm kernel oil. In terms of land use change and impacts on biodiversity, palm oil and coconut oil are considered high-risk raw materials. Due to the complexity of their supply chains and the difficulty in tracing them back to areas of production, these materials present some of the biggest challenges for the L'OCCITANE Group.

The shea tree, which supplies the iconic shea butter ingredient for L'Occitane en Provence, faces threats from overexploitation, habitat loss, and low natural renewal. The Group is committed to preserving shea tree populations and regenerating ecosystems while promoting fair and sustainable practices for local communities.

E4-2 POLICIES

Group Biodiversity Strategy and Environmental Policy

L'OCCITANE Group has a formal Biodiversity Strategy which is grounded in planetary boundaries science and aims to contribute to the Kunming-Montreal Global Biodiversity Framework. The Group's Biodiversity Strategy draws on high-level principles from leading bodies to guide business transformation, including Business for Nature, the International Union for Conservation of Nature (IUCN), the Science Based Targets Network (SBTN), and the European Business and Biodiversity Platform. Assessment, reporting and disclosure align with the Corporate Sustainability Reporting Directive (CSRD) and Business for Nature.

In addition, a dedicated section on biodiversity is present in the Group Environmental Policy.

The CEOs of each Group brand are accountable for upholding the strategy and policy, while management of the relevant teams within each brand, such as Facilities, Formulation, Packaging, and Procurement, are responsible for providing the resources required for implementation.

Regenerative Agriculture Framework

Regenerative agriculture is a key pillar of the Biodiversity Strategy. During FY2026, L'OCCITANE Group has continued to support the implementation of regenerative agriculture via its brands, supply chains and local initiatives. This work is guided by the Group's Regenerative Agriculture Framework, published in FY2023. Developed by internal agronomists in consultation with One Planet Business for Biodiversity (a broad coalition of businesses focused on regenerative agriculture), the framework provides guidance on regenerative practices and on measuring and tracking outcomes related to biodiversity, climate, inputs, soil, water, productivity and livelihoods. It also sets out a suite of criteria to promote best practices and reduce biodiversity impacts across agriculture-related projects, including:

- procurement of raw materials: implementing agricultural development plans in the Group brands' supply chains;
- contribution to carbon footprint neutrality: supporting agroecological projects to capture carbon beyond the Group's supply chain; and
- philanthropy: helping regenerative projects beyond the Group's value chains.

ACTIONS AND RESOURCES

E4-3
ACTIONS AND RESOURCES

L'OCCITANE Group supports the Kunming-Montreal Global Biodiversity Framework by aiming to contribute to global efforts to halt and reverse biodiversity loss. In line with this framework, the Group aims to address the key drivers of biodiversity loss, all material to its business.

Actions to reduce pressure on biodiversity through the Group's direct operations

Operating in line with a sustainable practice charter

As mentioned in SBM-3, the majority of L'OCCITANE Group's impacts on biodiversity from direct operations occur at its production sites, including warehousing facilities. At both biodiversity-sensitive sites in France, the Group implements responsible practices, including no use of pesticides, use of organic fertilisers, and responsible irrigation practices. At the Manosque factory, measures designed to support biodiversity have been in place since the first biodiversity assessment in 2016 including insect and reptiles shelters, bird-nesting boxes, and soil protection with mulch.

Actions to improve ecosystem health in the Group's value chain

Priority landscape initiatives: palm oil and coconut oil

Palm oil and coconut oil are considered high-risk raw materials in terms of land use change and biodiversity impacts, with complex, difficult-to-trace supply chains presenting significant challenges. The Group seeks to contribute to halt the conversion of natural ecosystems through several types of actions:

- Supporting the Action for Sustainable Derivatives initiative (ASD) to improve the traceability of palm and coconut oils and their derivatives.
- Sourcing commodity raw materials from certified sustainable supply chains. For example, 100% of palm oil volumes used by L'Occitane en Provence and MELVITA are certified under the RSPO Mass Balance model, which supports sustainable palm oil production through a tracked supply chain that allows mixing of certified and non-certified volumes, while the remaining brands are progressing toward certification.
- Supporting initiatives and programmes being implemented in the field that restore and protect biodiversity in production landscapes.
- Reducing the Group's dependency on derivatives by exploring alternative raw and circular materials.

L'OCCITANE Group aims to promote collective industry action to establish more visibility across the supply chain.

Palm oil Sundaland project (2025–2031)

L'OCCITANE Group, The Livelihoods Fund for Family Farming (L3F) and PRCF have established a partnership to develop a forest conservation model in the Hadabuan Hills (an area in Sumatra, Indonesia particularly threatened by deforestation) aiming to guarantee the long-term integrity of at least 8,000 hectares of forest. The Palme L3F project is based on the reciprocity between conservation and regenerative agriculture practices, while also ensuring the well-being of local communities.

CONSERVATION: The conservation part of the project, covering 8,000 hectares, has been monitored by L'OCCITANE Group since 2023 and taken over by L'OCCITANE Fund since 2024. Key elements include the creation of a buffer zone around the internal landscape, the strengthening of sustainable forest resource management, and the implementation of a circular fund model.

REGENERATION: The regeneration part of this project is supported by L'Occitane en Provence, covering more than 800 hectares of palm trees. The actions targeted in this part of the project are:

- Training farmers in good agricultural practices to produce high-quality palm fruit through soil fertility (i.e., mulching, cover cropping), composting, reducing negative impacts on water through the reduction of synthetic inputs (i.e., fungicides, fertilisers) through integrated crop protection, bio-input creation, and promoting gender equality. Trainings use demonstration plots, and individual and group coaching through village facilitators.
- Providing small farmers a 'starter package' of good practices, including cover crop seeds and compost.
- Establishing a sustainable supply of compost to improve soil fertility while securing palm yields.
- Encouraging the renewal of palm groves as trees reach the end of their cycle (approximately one third of the area) through financial loans.
- Increasing supply to the value chain by securing outlets for over 2,000 farmers while ensuring traceability of raw materials.
- Implementing agroforestry as part of a global agroecological approach, diversifying activities and income, controlling disease, and avoiding monoculture.

Coconut oil (Action for Sustainable Derivative Project)

L'Occitane en Provence joined local partners in the Philippines to co-invest in a five-year programme (running until 2029) supporting 2,000 smallholder coconut farmers. The programme covers over 4,000 hectares in total, with L'Occitane en Provence's contribution accounting for around 750 hectares, exceeding its coconut land footprint. The project aims to improve the socio-economic sustainability of coconut oil-producing family farms by empowering small producers in the value chain and promoting agroecological practices.

Strong progress has been made in strengthening farmers, supply chains, and sustainable practices, including:

- An assessment identified that the farms supplying the mills are small farms of less than 2 hectares. The project has therefore focused on structuring the upstream sector to ensure a sustainable and traceable supply chain.
- Trainings have been implemented for farmers on maintaining and renewing aging coconut groves, while promoting agroecological practices. Experimental work is underway to determine optimal post-harvest management conditions, addressing coconuts that are downgraded due to unsuitable drying.
- Fair remuneration for farmers remains central, with pricing based on production costs. The project also supports income diversification for small and medium-sized farms through agricultural and other economic activities.
- To maximise added value on farms, the project supports collective initiatives by developing and structuring agricultural cooperatives, providing equipment and financial support. This strengthens technical and economic empowerment, increases autonomy, and enhances traceability in the sector.
- Gender equality is a key project consideration, reflecting the important role women play in agricultural activities in rural communities.

In 2025, iconic ingredients such as almond from Provence achieved Fair for Life certification. L'Occitane en Provence is committed to extending this certification to immortelle from Corsica, starting with the 2026 harvest.

Preserving the local shea ecosystem

Shea butter is one of L'Occitane en Provence's most iconic ingredients. Since 2009, its shea butter has been labelled 100% organic and Fair Trade, as verified by the Fair for Life certification programme, and is sourced directly from six local organisations (mostly cooperatives) in Burkina Faso and, more recently, Ghana.

The VERGER Project: Farmer-Managed Natural Regeneration

To support the natural regrowth of shea trees, L'Occitane en Provence has been testing *Farmer-Managed Natural Regeneration (FMNR)* since 2023, a traditional agroforestry method that nurtures natural regenerants to help them reach adulthood. Studies conducted by the Australian FMNR HUB claim that FMNR offers higher survival rates, lower costs, and reduced labour compared with conventional planting[1].

Local women's shea unions are trained in FMNR and manage designated plots. Over the past two years, they have planted and cared for 3,500 shea seedlings, generating additional income while directly contributing to forest restoration. FMNR provides a hands-on, local-scale proof of concept, demonstrating how traditional knowledge combined with scientific guidance can restore shea trees and strengthen livelihoods.

1 *fmnrhub.com.au/research/*

The SH(e)ARE Project

To scale regeneration from individual plots to the territory level, L'Occitane en Provence launched the SH(e)ARE project at the end of 2025. Building on the 2024 pilot, covering 900 hectares in the Lati forest, Burkina Faso, the project uses a three-pillar approach: supply chain, governance and forest management, with the following targeted actions:

- Assessing the state of the territory through a forest inventory (soil, fauna, and flora studies) and a socio-economic assessment to better understand forest use, including shea nut harvesting, the use of wood resources (firewood), agriculture, and gold mining. These assessments support local communities in establishing shared guidelines for forest use, encouraging the sustainable coexistence of different activities.
- Forest governance and cooperative support, helping local cooperatives advocate with the government for better distribution of forest uses and sustainable utilisation of natural resources, aiming to secure shea production over time.
- Supporting the value chain to secure the supply and quality of shea butter, including establishing shea nut processing centres within cooperatives.

The SH(e)ARE project is carried out by a dedicated on-site team of three people, with support from local NGOs.

Promoting regenerative agriculture practices

A.C.E. Collective

L'Occitane en Provence continues to support the non-profit association Agroécologie et Commerce Équitable (Agroecology and Fair Trade). It is composed of 20 family-run farms producing a wide range of the brand's iconic ingredients in Provence and Corsica, plus two cooperatives and one processing company. It aims to find answers to technical challenges for sustainable production, supported by fair incomes for farmers.

In 2025, A.C.E collected €10,000 through L'Occitane's fair trade initiatives with local Provençal farmers via the Fair Trade Development Fund. A.C.E now hosts two regeneration projects, Sors tes Couverts and Lavanture, one focused on lavender in its historical area, and the other investigating soil quality and the impact of cover crops. The overarching objective continues to be the development of regenerative agriculture practices, promoting soil health, biodiversity, and sustainable livelihoods for local farmers.

Wild ingredients benefit sharing programme

Some plants used in L'Occitane en Provence products are subject to the Nagoya Protocol and the fair sharing of benefits. In accordance with these obligations, L'Occitane en Provence implements field programmes. Specific programmes by ingredient include:

- **Hawthorn:** Project to preserve and raise awareness of local biodiversity issues across five target species in Lus-la-Croix-Haute, Drôme, in partnership with the local municipality and the Vercors Natural Park. This project is currently being finalised.
- **Cade:**
  - Following a biodiversity assessment of the species conducted with the Massif Central Botanical Conservatory, the Group produced a technical booklet on sustainable Cade harvesting in partnership with the French Harvesting Agency.
  - The restoration of Mediterranean pedunculate oak at higher altitudes to ensure species viability under climate change. This project is co-financed by the Philanthropy Department and is being implemented by the National Forest Service.
  - A fragile wetland area has also been rehabilitated in collaboration with Monts d'Ardèche Regional Nature Park, raising public awareness of water and biodiversity issues.
- **Meadowsweet:** local projects to promote and maintain biodiversity are currently being identified.

Pollinator study

ELEMIS has been gaining a deeper understanding of its sourcing related to the impact of iconic ingredients through a three-year biodiversity and pollinator study across the starflower fields from which it sources in the UK. Whilst diversity appears rich, improvements to wildflower margins and timing of farm operations to improve pollinator activity have already been introduced.

L'Occitane au Brésil

L'Occitane au Brésil sources its key ingredients from local communities across four different Brazilian biomes and ecosystems – Amazonia, Caatinga, Mata Atlântica, and the coastal and marine biome. Its work with producers is based on regenerative agriculture, sustainable sourcing, and the valorisation of traditional knowledge. The brand has a dedicated programme to support these producers by providing technical skills and resources, promoting sustainability best practices and establishing payment agreements based on Fair Trade principles.

L'Occitane au Brésil's key ingredients regenerative sourcing programme continued expanding throughout FY2026. During the year, the brand implemented regenerative agricultural practices on 10 additional hectares, reaching a total of 42 ingredients and working with 22 communities. Through these efforts, more than 36,130 m^2 have been regenerated using regenerative agriculture. The producers selected for the programme are strategically aligned with the brand's mission and sourcing assessment, ensuring both sustainability and the promotion of traditional knowledge.

Integrating traceability and risk analysis

Sol de Janeiro

Sol de Janeiro has integrated traceability as one of the key responsibilities of the supply chain management, with the development of a new raw materials checklist created in partnership with the regulatory team to understand country of origin information. Additionally, the brand has engaged consultants to conduct a hot spot analysis and supply chain risk assessment for all ingredients, based on the International Nomenclature of Cosmetic Ingredients (INCI), and are working with a third-party to map the supply chain, conduct ESG risk screenings, and identify risk to product. The focus continues to be on collating robust baseline data of the current sourcing profile and an initial draft of a brand-specific sustainable sourcing policy.

Supporting suppliers' action plans

L'Occitane en Provence and MELVITA

In support of its suppliers' action plans, L'Occitane en Provence launched a biodiversity and water assessment of its suppliers in FY2025. The study analysed which purchasing categories could have the greatest potential impact on biodiversity and water (e.g., raw materials, merchandising, packaging, IT), with these categories representing around 75% of the brand's total spend. An in-depth survey of nearly two-thirds of suppliers has helped identify which suppliers were already advanced and mature on those topics, and which would benefit from support from L'Occitane en Provence. A similar approach has also been undertaken by MELVITA, assessing supplier maturity on biodiversity impacts across its value chain.

Actions to improve ecosystem health beyond the Group's value chain

L'OCCITANE Group does not include biodiversity offsets as part of its actions and resources. However, the Group seeks to contribute to the restoration and preservation of biodiversity beyond its value chain to create sustainable landscapes. The Group invests in projects sequestering carbon whilst generating positive, measurable biodiversity benefits, alongside financial returns, such as carbon credits (see section E1).

In addition, ELEMIS is proud to be the first beauty company to join forces with the Royal Society for the Protection of Birds (RSPB), Europe's largest nature conservation charity, to support the long-term restoration, monitoring and maintenance of an internationally important peatland habitat at Forsinard Flows Nature Reserve in Scotland, UK. The project aims to enhance biodiversity, support rare and threatened species and help avoid the emission of approximately 1,500 tonnes of CO_2 over a 65-year period[1].

The L'OCCITANE Fund has a long-standing commitment to preserving and restoring biodiversity, particularly within forest ecosystems. Beyond conservation efforts, it prioritises a qualitative approach that enhances local communities' understanding of their natural environment, empowering them to become key players in its protection (See Philanthropy chapter, page 86).

1 *This figure refers to carbon emissions avoided through restoration work at the RSPB's Forsinard Flows Nature Reserve, and does not form part of ELEMIS' or L'OCCITANE Group's own emissions or biodiversity targets.*

TARGETS AND METRICS

Biodiversity is closely linked to the other environmental topics covered in this report. This section focuses on targets and metrics related to land use and ecosystems health in ingredients supply chains, while targets and metrics related to climate change, water, pollution and circularity are addressed in their respective sections (see E1, E2, E3, E5).

In setting targets for raw materials, no ecological thresholds were applied[1]. However such thresholds were considered for water, as detailed in the Water and Marine Resources E3 chapter.

1 *Ecological thresholds are defined limits that indicate the maximum level of resource use an ecosystem can sustain without being degraded.*

E4-4 TARGETS

The biodiversity targets for L'OCCITANE Group are outlined below.

Targets related to risk and impact assessment

The targets below address the risks related to raw material traceability, the availability of raw materials, and the upstream biodiversity impacts of raw material production, by strengthening supply chain transparency, risk identification and oversight.

BY FY2026

90% of the total volumes of purchased plant-based raw materials traced back to the country of origin for L'Occitane en Provence and MELVITA

BY FY2031

90% of the total volumes of purchased plant-based raw materials traced back to the country of origin for the Group

90% of the total volumes of purchased plant-based raw materials assessed for social and environmental risks for the Group

100% of the total volumes of raw materials sourced from countries with a high risk of deforestation covered by a risk management plan for the Group

Targets related to mitigating impact and creating positive outcomes

The targets below focus on mitigating the impacts of raw material production, while supporting the positive outcomes of regenerative agriculture through certified sourcing and responsible land management.

BY FY2027

100% RSPO mass balance certification for palm oil derivatives for all brands

BY FY2040

100% of the raw material land footprint to be managed in a way that supports biodiversity preservation and regeneration in direct or in equivalence by FY2035 (for L'Occitane en Provence and MELVITA) and for all brands (Group Target)

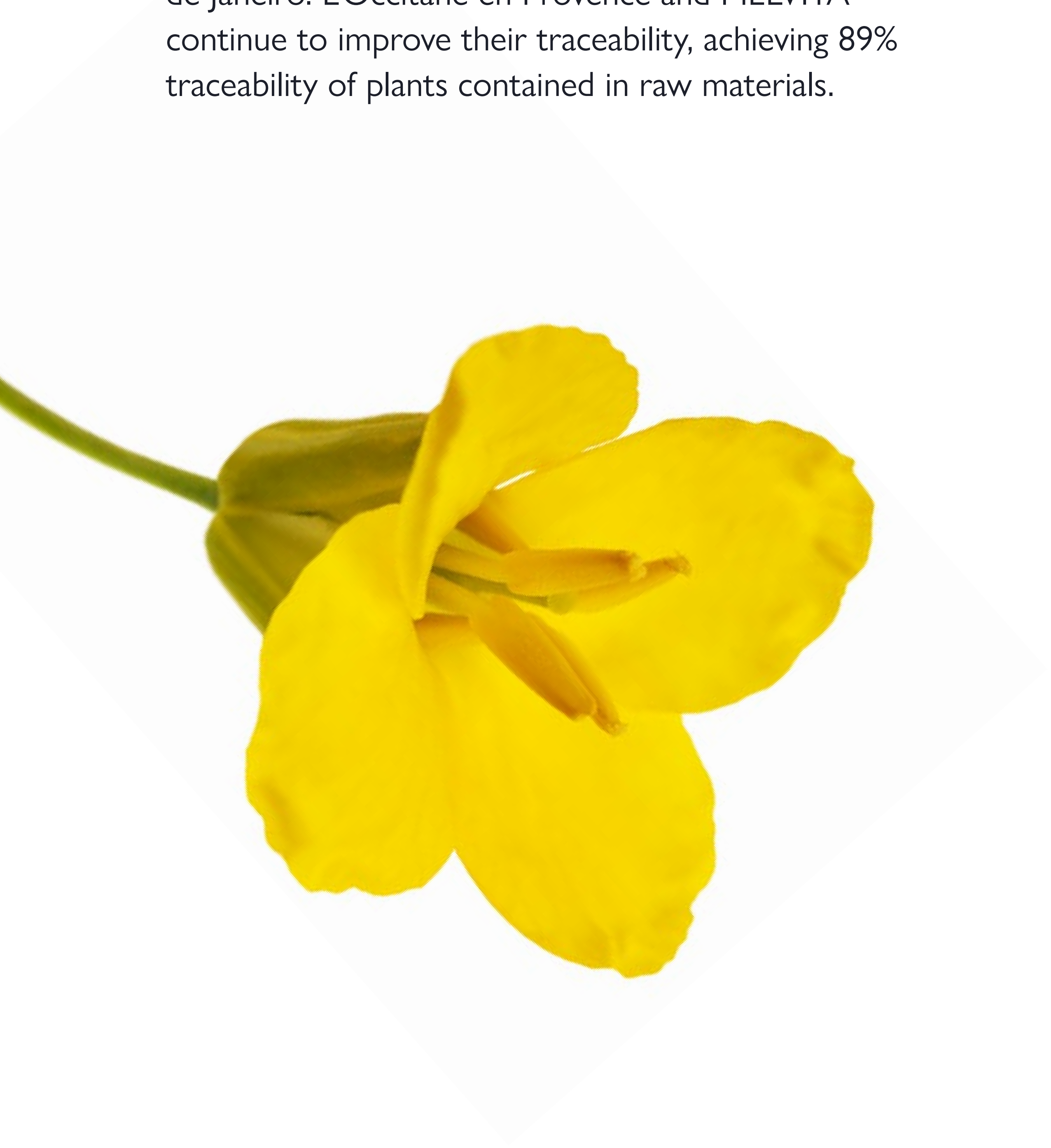
E4-5
METRICS

L'OCCITANE Group tracks and monitors progress against all targets with defined metrics, as outlined below.

Metrics related to risk and impact assessment

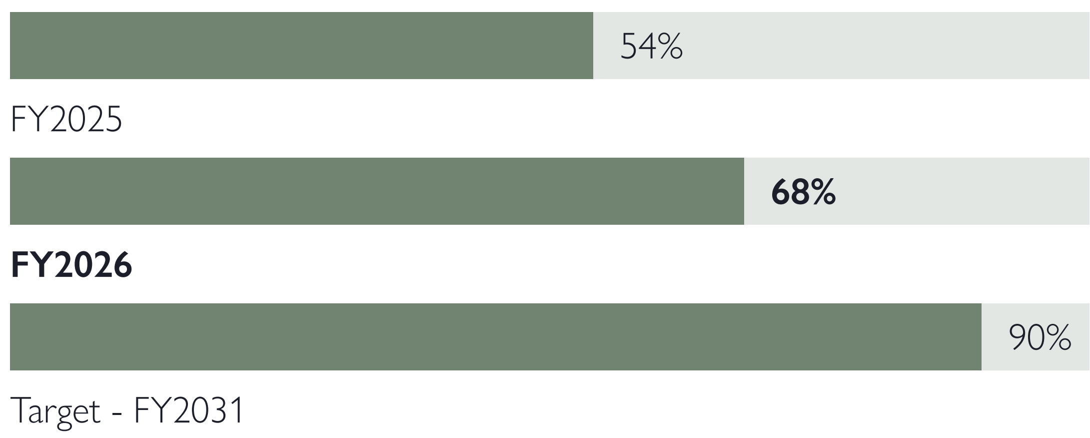
The metrics below track sourcing, traceability and the scale of land use, enabling the identification and monitoring of potential risks and impacts across the value chain including raw material availability, traceability gaps, and upstream biodiversity impacts.

Traceability across the Group showed significant progress over the reporting year, leading to a 14% improvement in relation to FY2025. This significant increase is due to the traceability programme implemented by Sol de Janeiro. L'Occitane en Provence and MELVITA continue to improve their traceability, achieving 89% traceability of plants contained in raw materials.

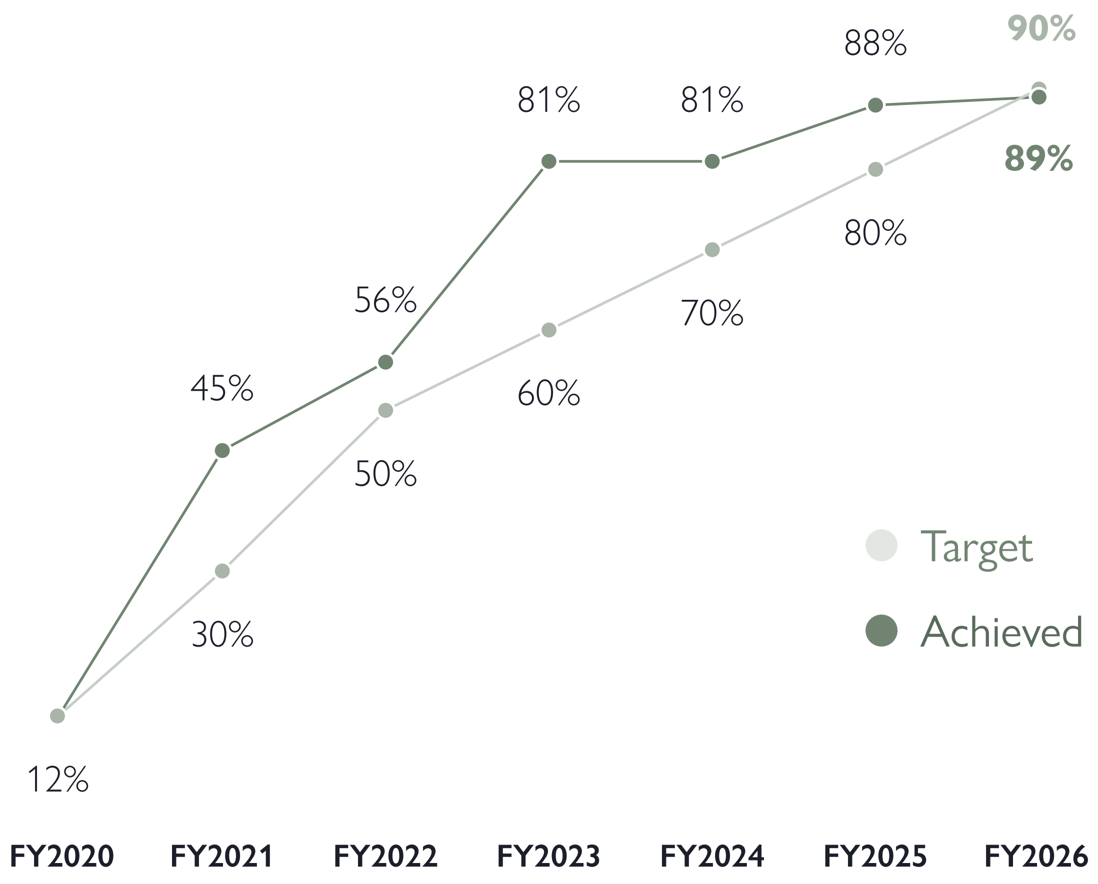


TRACEABILITY OF PLANTS CONTAINED IN RAW MATERIALS

GROUP



L'OCCITANE EN PROVENCE AND MELVITA



Metrics related to mitigating impact and creating positive outcomes

The metrics below track certified sourcing uptake and land use.

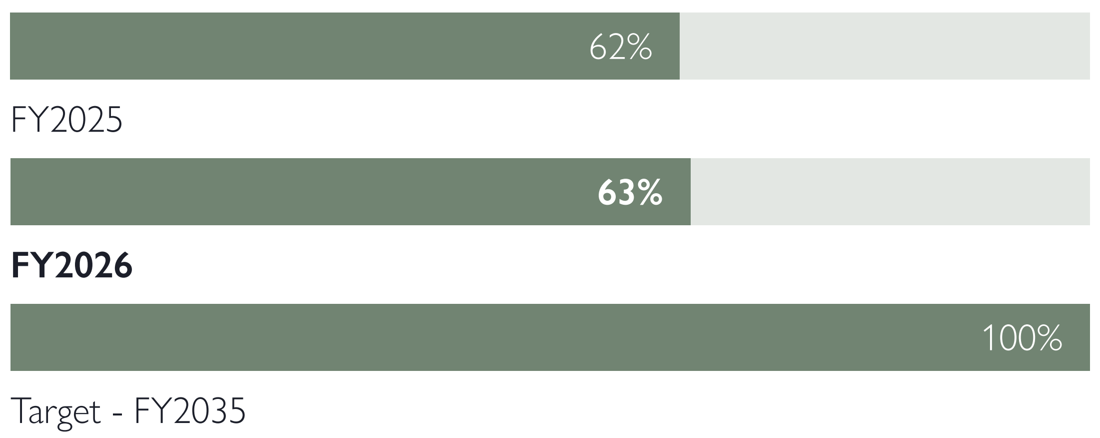
METRIC NAME	SCOPE	UNIT	FY2025	FY2026
Group volumes of RSPO palm equivalent[1]	Group	t	3,056	3,708
Volumes of iconic ingredients produced from organic or regenerative practices or Fair Trade certified	L'Occitane en Provence	%	99%	98%
Volumes of raw material certified as organic, Fair Trade or RSPO[2]	L'Occitane en Provence and MELVITA	%	66%	61%
Land area engaged in restoration, conservation or regeneration programmes, outside our value chain (carbon offsets projects[3])	L'Occitane en Provence	Ha	120,000	320,000

RSPO MASS BALANCE CERTIFICATION FOR PALM OIL DERIVATIVES

GROUP[4]

RAW MATERIALS IN REGENERATIVE AGRICULTURE AND/OR ORGANIC CERTIFIED

% LAND FOOTPRINT POSITIVE FOR BIODIVERSITY (L'OCCITANE EN PROVENCE AND MELVITA)



1 *RSPO palm oil equivalent refers to the volume of palm oil and palm-derived ingredients adjusted to a standardised basis, in line with RSPO methodology, to enable consistent tracking and comparison across different derivatives and supply chain models.*
2 *Although RSPO volumes are increasing, lower volumes of key certified raw materials were purchased during the year, notably shea butter, argan and lavender essential oil, resulting in a lower metric compared to FY2025.*
3 *Projects engaged in the funds portfolio, started to be implemented.*
4 *Covers L'Occitane en Provence, MELVITA, ELEMIS, ERBORIAN and L'Occitane au Brésil. Target for the Group including brands acquired after 2022 is FY2027.*

E5
RESOURCE USE AND CIRCULAR ECONOMY

The beauty industry faces significant challenges linked to the depletion of natural resources and the growing volumes of waste, as linear economic and consumption models continue to dominate. Globally, material extraction and disposal are accelerating environmental degradation, underscoring the urgent need to adopt circular economy approaches.

L'OCCITANE Group is committed to addressing these challenges by supporting the transition to a circular economy, which is based on three key principles:

1. Regenerating nature
2. Circulating products and materials
3. Eliminating waste and pollution

By adopting circular economy principles, L'OCCITANE Group aims to contribute not only to waste reduction, but also to broader climate goals addressing emissions that energy-focused strategies alone may not reach.

IMPACTS, RISKS AND OPPORTUNITIES

IRO TYPE

Impact materiality
(+) Positive
(−) Negative

Financial materiality
(^) Opportunity
(v) Risk

UPSTREAM
(v) Use of plastics in packaging
(−) Raw materials required for formulations, packaging and operations

OWN OPERATIONS
(+) Pursuing circular practices
(−) Waste generation

DOWNSTREAM
(+) Pursuing circular practices
(−) Waste generation

SBM-3
IMPACTS, RISKS AND OPPORTUNITIES

L'OCCITANE Group recognises that the responsible use of resources and its commitment to circular economy principles are essential to building more resilient, circular systems that benefit both people and planet. By minimising waste and maximising resource efficiency, the Group aims to extend the lifecycle of materials, reduce reliance on virgin resources, and mitigate environmental impacts.

Impacts from packaging are assessed using the life cycle assessment (LCA) methodology. LCAs provide the Group with a means to understand the full impacts of packaging, from production to the use phase and end-of-life. The Group follows the LCA methodology ISO 14040:2006 to measure impacts on natural resources. Most brands have conducted LCAs to better understand the impacts of individual products.

L'OCCITANE Group has identified the following four IROs as material.

Negative impact of raw materials use in formulations, packaging and operations

The Group consumes a wide range of natural resources, including the raw materials used in its products for formulations and packaging, and the resources needed to ensure the ongoing operation of retail stores, offices, and distribution networks. These resources include, among others, the use of plastic and cardboard in transporting products, creating packaging and distributing samples. All of these practices contribute to natural resource depletion and potential environmental impact.

Positive impact of pursuing circular practices

The Group is making strides towards circularity through various initiatives focused on reducing water usage and minimising waste. These include the development of less water-intensive solid shampoo ranges, and the implementation of water circularity 'loop' systems at its Manosque and Lagorce factories, which help reduce water withdrawals from local aquifers. To increase the use of recycled content and improve recyclability, the Group continues to explore eco-designed packaging and expand opportunities for consumers to reduce waste from refillable products and collection programmes.

Negative impact of waste generation

The Group's value chain involves the generation of waste across its operations, including production sites, warehouses and retail stores. The main sources of waste include end-of-life packaging and commercial or promotional materials, which are often associated with gifting, merchandising, and marketing campaigns. Operational waste may also result from quality defaults, incorrect forecasting or product expiration, contributing to avoidable waste and environmental impact. Where possible for non-sold products, donation programmes play a role in waste reduction by avoiding unnecessary landfill disposal.

Risk from the use of plastics in packaging

The Group acknowledges the environmental concerns associated with plastic packaging and the increasing pressure from consumers, regulators, and industry peers to adopt more sustainable materials. If not addressed through proactive and responsible innovation, this could potentially result in a loss of consumer trust, reputational harm or reduced competitiveness in the market.

MANAGEMENT OF IMPACTS, RISKS AND OPPORTUNITIES

E5-1 POLICIES

L'OCCITANE Group Environmental Policy

As a company whose operations rely heavily on natural resources, L'OCCITANE Group recognises its responsibility to reduce its environmental footprint and help preserve ecosystems. The Group has defined a Group-level Circularity Policy, included within the L'OCCITANE Group Environmental Policy.

The policy promotes eco-design, circularity, and responsible waste management across manufacturing, logistics, distribution, and sustainable sourcing and procurement. In particular, it outlines the Group's ambition to reduce its reliance on virgin and non-sustainably managed resources by increasing the use of recycled, upcycled, reclaimed and co- and by-product materials in formulations and packaging. The Group already incorporates non-virgin and sustainably managed resources, including the use of co-products and byproducts of other industries into its formulations. For packaging, the Group continues to aim to increase the use of recycled materials, such as recycled plastic and aluminium.

Each brand's CEO is accountable for upholding this policy, while management of the relevant teams within each brand, such as Facilities, Formulation, Packaging, and Procurement, are responsible for providing the resources required to apply the policy's principles in practice.

L'OCCITANE Group expects its suppliers to uphold its commitment to environmental stewardship at all times. It prioritises suppliers that conserve resources and use certified raw materials (e.g., paper from sustainably managed forestry, RSPO-certified palm oil, and organic certifications).

In addition to the principles outlined in the Group's Environmental Policy, several brands have developed charters on the eco-design of packaging and formulations. These charters reinforce the Group's integrated approach to sustainability by addressing both resource efficiency and pollution. For more detail on eco-formulation and environmental pollutant prevention, please see the E2 Pollution chapter.

Charter for eco-design packaging

L'Occitane en Provence has been applying eco-design principles since 2008, notably in line with the introduction of its first refill packaging. Since 2021, L'Occitane en Provence has operated under a Charter for Eco-Design Packaging, designed to minimise environmental impacts across the entire packaging life cycle. Core objectives include:

- eliminating non-essential components, adapting packaging to fit actual needs, reducing plastic use;
- maximising recycled content; and
- ensuring packaging recyclability and reusability.

Building on this framework, other brands within the Group have developed, or are developing, aligned charters and guidelines to embed eco-design and circularity principles. For example, L'Occitane au Brésil follows L'Occitane en Provence's eco-design packaging charter, with Vranjes Firenze further advancing circularity through its internal 'Eucostar' management system, which guides the avoidance of certain raw materials. Sol de Janeiro is currently developing a brand-specific sustainable packaging charter. ELEMIS continues its journey towards circularity through a redesign of its packaging portfolio. The new direction prioritises glass and aluminium, for their recyclability and suitability for a closed-loop system, alongside a broader move towards more widely recyclable materials across the range.

E5-2
ACTIONS AND RESOURCES

L'OCCITANE Group is committed to reducing its environmental footprint across its operations, from production to packaging and post-consumer recycling. Through its certified management systems, circular economy practices, and brand-specific initiatives, the Group is achieving meaningful progress in waste reduction and sustainable resource use.

Reducing operational waste impacts

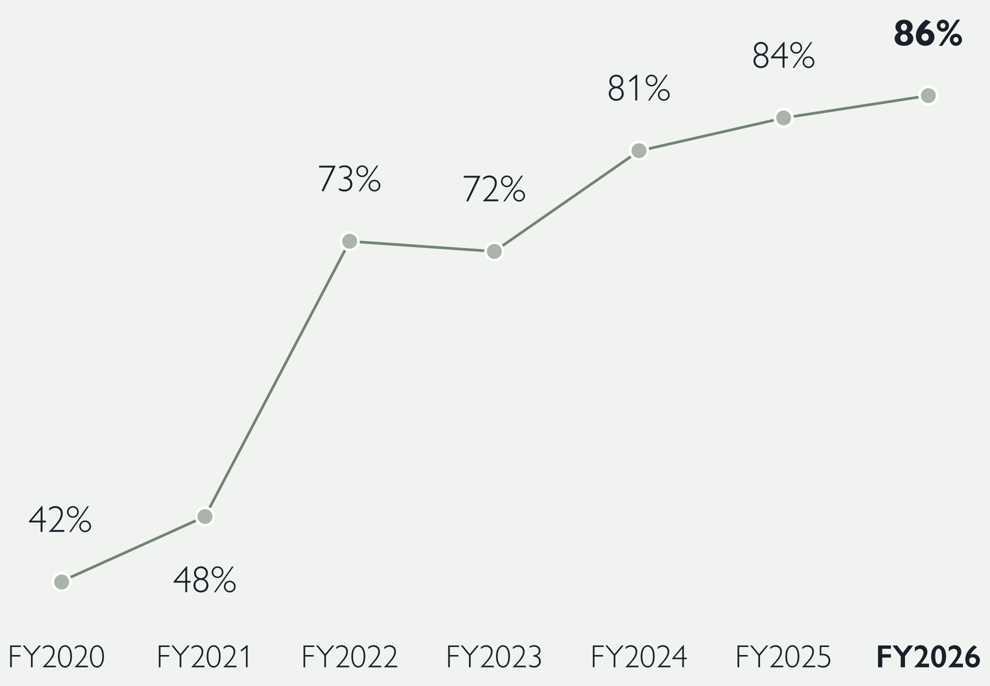
Across the Group's production sites, operational teams are responsible for reducing waste generation. These waste reduction activities cover packaging, as well as transport between production sites and distribution centres, with logistics teams deploying solutions such as reusable containers for transport. To reduce transport emissions, packaging is optimised for weight, materials are standardised across the value chain, and items reused where feasible.

In France and Italy, production sites have implemented an ISO 14001-aligned environmental management system, which is enabling effective resource use management and waste generation. This complements the achievement in France, with factories being zero-waste-to-landfill since FY2019, meaning nearly all waste is either reused or recycled at production sites, with the remainder sent to waste-to-energy plants.

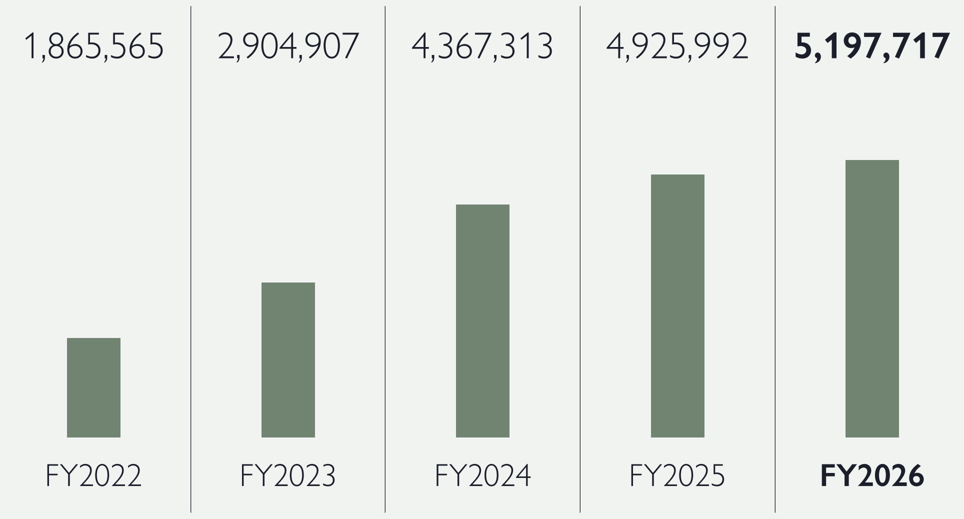
Enabling recycling among consumers

L'OCCITANE Group is committed to empowering consumers to recycle and participate in a more circular economy. Each brand is encouraged to design solutions suited to its retail model and consumer base, whether through in-store collection, online programmes, individual collection points or postal systems.

OWN STORES OFFERING RECYCLING PROGRAMMES FOR CUSTOMERS (%)



NUMBER OF UNITS COLLECTED THROUGH RECYCLING PROGRAMME IN STORES



L'Occitane en Provence

In FY2026, L'Occitane en Provence celebrates 12 years since launching its empty packaging collection programme. First introduced as a pioneering local initiative in France and progressively it has expanded into a commitment now implemented in 86% of L'Occitane en Provence own stores worldwide. To define its next phase, the brand has initiated a comprehensive evaluation of local practices and recovery infrastructure maturity across key distribution markets. This assessment will shape more relevant, locally adapted recovery solutions, and ensure circularity commitments are grounded in the realities of each market's waste management infrastructure and consumer expectations.

ELEMIS

In 2025, ELEMIS joined the annual Great British Beauty Clean Up, a nationwide collaboration powered by the Sustainable Beauty Coalition, uniting retailers, brands and beauty professionals to reduce beauty industry waste and advance consumer education on responsible disposal. Building on this, the brand expanded its UK in-store recycling programme, improving customer accessibility and updating its reward scheme to fairly recognise returned eligible items. Behind the counter, all sites were equipped with training on recyclable materials and specialist take-back schemes, empowering teams to better guide customers and help prevent valuable materials from ending up in landfill.

L'Occitane au Brésil

L'Occitane au Brésil has met its extended producer responsibility obligations for 100% of its packaging sold through the purchase of reverse logistics certificates, exceeding the legal requirement of 32%, and has implemented an in-store collection programme for empty packaging across 100% of its owned stores.

In 2025, the Ellen MacArthur Foundation invited L'Occitane au Brésil to join the consulting committee of a pioneering initiative to strengthen Brazil's recycling infrastructure. With only 8% of recyclable materials currently processed in the country, the scale of the challenge, and the opportunity, is significant. Bringing together NGOs, government, businesses and civil society, the project's first phase focuses on supporting one city in achieving excellence in recycling collection, while building an advocacy platform to scale the model nationally through public policy. For L'Occitane au Brésil, strengthening the ecosystems which make circularity possible is inseparable from the Group's mission to preserve the natural world.

Advancing circularity and sustainable packaging

L'Occitane en Provence

L'Occitane en Provence views responsible resource management and circularity as key levers to reduce emissions and build resilience. Using the WBCSD Circular Transition Indicator (CTI), the brand assessed circular inflows and outflows across its value chain, including raw materials, packaging, retail and gifting materials, and operational supplies, with outgoing resources such as operational waste and product end-of-life evaluated for reintegration. During FY2026, the brand received external verification for its analysis, providing a global vision of circularity across its operations. The results of this analysis helped to engage teams in improving the sourcing and circularity of these materials, to support necessary GHG emissions reductions.

This work reflects L'Occitane en Provence's broader ambition to first reduce overall resource consumption, and when resources are needed, to prioritise recycled inputs, co products, and renewable, responsibly managed materials. This approach aligns circularity with its Biodiversity Strategy, promoting renewable raw materials from organic, regenerative, or sustainably managed agriculture.

In parallel, L'Occitane en Provence has been a pioneer in refill solutions since 2008 with refills remaining a core pillar of its eco-design strategy. By FY2026, the brand has built a portfolio of around 30 refill options across multiple product categories including toiletries and face care. Beyond expanding the offering, the brand recognises that scaling refills requires behavioural change as much as product availability, and actively works to encourage customers to adopt new habits to reuse primary packaging and integrate refills into their daily routines.

Pioneering enzymatic PET recycling

L'Occitane en Provence has partnered with CARBIOS, a biotechnology company specialising in enzyme-based recycling. Following a successful 2024 pilot with the Almond Shower Oil bottle, the brand launched its first Cédrat Shower Gel bottles made from 100% enzymatically recycled PET (R-PET). The technology breaks down PET waste into its original monomers, producing new PET with quality equivalent to virgin plastic. According to Carbios' 2025 Life Cycle Assessment (LCA), their enzymatic recycling technology reduces emissions by 92% compared to the conventional "business as usual" system (which involves incinerating non-recycled waste and producing new PET from fossil resources). The brand plans to gradually extend this innovation across other transparent bottles in its portfolio, aiming to achieve 100% recycled PET bottles by 2028.

Vranjes Firenze

Vranjes Firenze is reimagining how packaging can embody luxury, stand the test of time, and co-exist with circularity commitments. At the heart of this is glass, valued as both a creative and environmental asset. Through its Second Life campaign and website promotion, the brand encourages stakeholders to reuse primary packaging, for example repurposing glass bottles as vases, candle holders or jewellery vessels. Its home fragrance glass diffuser refill system, crafted in collaboration with local artisans, allows customers to reuse bottles for years, extending material lifecycles while preserving craftsmanship. In 2025, a supplier collaboration initiative reduced glass waste by 41%, from 24,527 kg to 14,486 kg, which helped to avoid related GHG emissions. This was achieved through revising technical specifications and acceptance criteria, monitoring of non-conformities and systematic feedback and corrective actions.

This commitment extends to secondary and refill packaging. The brand has transitioned to cardboard in place of polystyrene where feasible, and to 100% recycled PET in home fragrance refill bottles. Removing plastic beneath the cap of its 2,500 ml refill containers delivered 232 kg of plastic savings in 2025. Work is ongoing to reduce the labelling booklet from 23 to 14 languages across the portfolio. This change is currently applied to 5 of its 29 fragrances and projected to deliver 32% less paper and 4% less plastic by 2027.

Sol de Janeiro

In FY2026, Sol de Janeiro's packaging efforts centred on responsible sourcing and end-of-life solutions, addressing both the materials that go into packaging and what happens to them after use. On sourcing, the brand became an FSC Promotional License Holder, working towards transitioning all paper and wood materials to FSC ®-certified materials. The certification ensures packaging supports responsible forest management across the supply chain. On end-of-life, the brand partnered with Pact Collective, a non-profit uniting the beauty industry to find solutions for hard-to-recycle packaging. Through this partnership, the brand diverted nearly 5,000 lbs of surplus packaging from landfill. A dedicated donation strategy was also developed, giving surplus goods a second life before they are recycled or destroyed.

TARGETS AND METRICS

E5-3 TARGETS

Packaging

The L'OCCITANE Group views the PPWR (Packaging and Packaging Waste Regulation) as a key framework for accelerating the transformation of its packaging model. By introducing requirements on waste prevention, recyclability, reuse and recycled content, the regulation encourages the sector to rethink packaging design through the lens of circularity, consistent with the Group's long-standing commitment to reducing unnecessary packaging, expanding refill solutions and integrating lower-impact materials. To anticipate forthcoming requirements, L'Occitane en Provence has joined the European standard-setting committee on recyclability, contributing to the collective work shaping future industry frameworks while strengthening its own capacity for innovation.

Since FY2022, L'Occitane en Provence has been a signatory to the New Plastics Economy Global Commitment, launched by the Ellen MacArthur Foundation (EMF) in collaboration with the UN Environment Programme. It is the largest global voluntary initiative on plastic waste and pollution, bringing together more than 1,200 organisations worldwide around a shared vision for a circular plastics economy. With its first chapter concluding in 2025, the brand has recommitted to the programme through to 2030, setting more ambitious targets across four areas:

- By 2030, 60% reduction in virgin plastic;
- By 2030, 100% of plastic packaging designed for recycling;
- By 2030, 50% post-consumer recycled content in packaging;
- By 2030, 5% reuse target[1].

The brand's 2030 target of 100% plastic packaging designed for recycling ensures that materials can re-enter the system rather than becoming waste, closing the loop on product design. Increasing post-consumer recycled content to 50% reduces dependence on virgin resources by giving existing materials a second life, while the 5% reuse target goes further, eliminating single-use thinking at the point of design. Together, these commitments are reinforced by a 60% reduction in virgin plastic, addressing the root of the problem by reducing the volume of new plastic introduced into circulation in the first place.

Waste

Waste management is monitored across the Group's operations, including production sites, stores and logistics. Operational teams are responsible for reducing waste generation, increasing the percentage of waste recycled or reused, and decreasing the percentage of waste landfilled. At the Group's own production sites in France, there is a target of zero-waste-to-landfill, as well as targets related to total waste and hazardous waste.

Formulations and ingredients

The Group's targets related to biodegradable formulations, sustainable sourcing, and biodiversity are detailed in sections E2 Pollution, E3 Water and Marine Resources, and E4 Biodiversity.

1 *Target refers to the share of product delivered through packaging reuse systems. This is defined as product delivered through refill-at-home, refill-on-the-go, and return systems as a % of total volume of product delivered across reuse and non-reuse systems.*

E5-4
RESOURCE INFLOWS

The Group is responsible for the management of resource inflows, which include raw materials, water, packaging (including tertiary), gifting and/or wrapping, and concept and visual merchandising materials. The Group has installed water circularity ‘loop’ systems at its Lagorce production site and plans to implement the systems across its Manosque production site. Where feasible, raw material inflows are bio-sourced and sustainably managed and certified; and packaging, including concept and visual merchandising materials, contains recycled content and eco-design thinking.

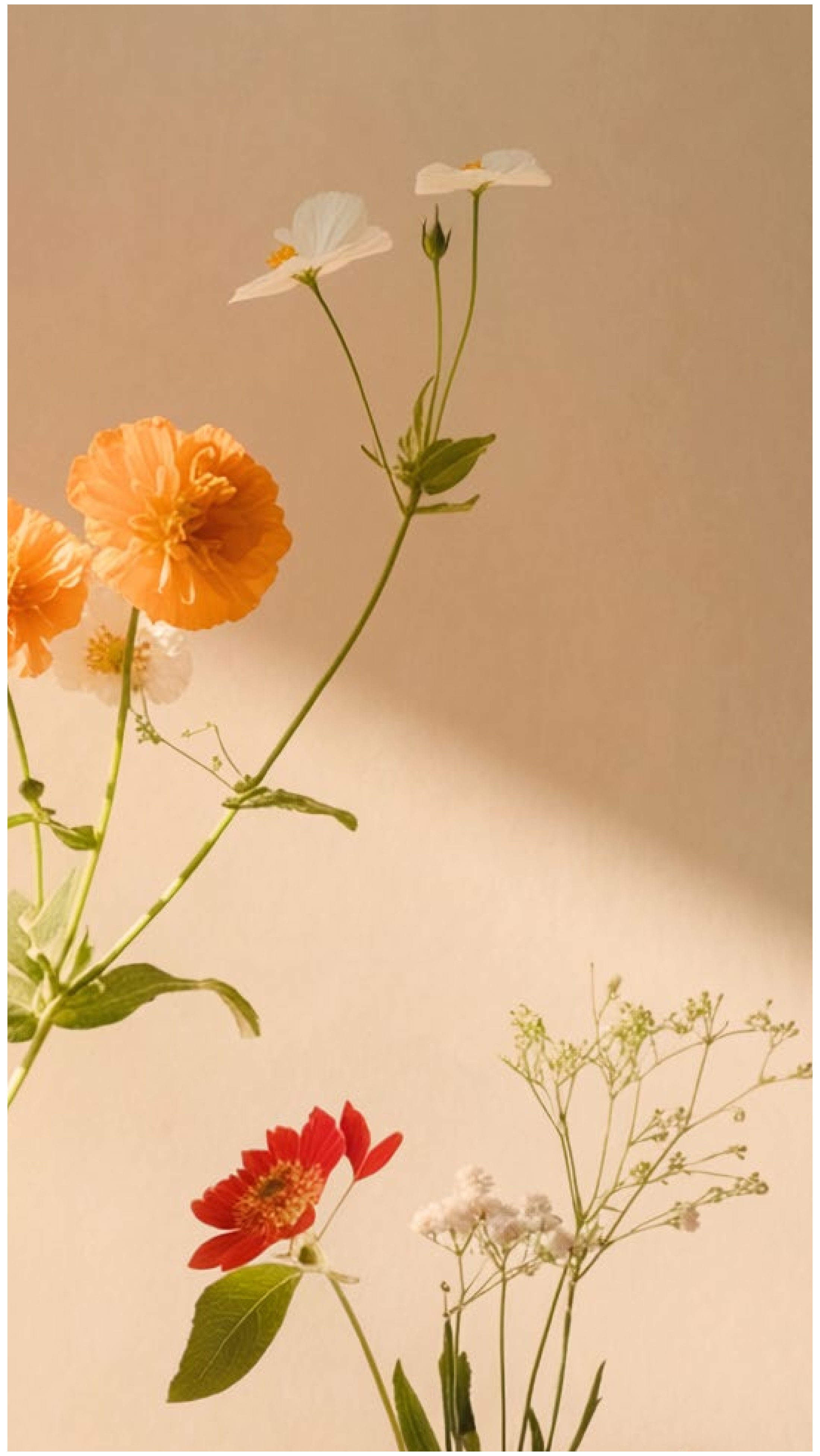
E5-5
RESOURCE OUTFLOWS

The Group’s material outflows include those generated within its operations and the end-of-life treatment of sold products:

- Operational waste includes outflows from manufacturers, warehouses, and stores, such as concept and visual merchandising, cardboards, non-sold products, and pallets.
- End-of-life products include outflows from packaging and gifting and/or wrapping materials.

The Group’s waste streams mainly cover raw materials, packaging, unsold products (including formulations), and merchandising waste (including waste from concept stores, such as furniture, tables, decorations and gifting packaging). These materials include plastic for packaging, paper, and cardboard for merchandising.

At the brand level, quantitative data is collected on total waste and other outflows. This total waste is further disaggregated between hazardous, non-hazardous and unsold products intended for destruction.



TOTAL GENERATION ON NON-HAZARDOUS WASTE (T)[1]

FY2025	2,447
FY2026	**2,443**

TOTAL GENERATION OF HAZARDOUS WASTE (T)[1]

FY2025	850
FY2026	**773**

% OF WASTE RECYCLED OR REUSED (MANUFACTURING)

FY2025	70%
FY2026	**73%**

% OF WASTE INCINERATED[1]

FY2025	28%
FY2026	**24%**

PACKAGING RECYCLABILITY RATE

FY2025	42%
FY2026	**57%**

PLASTIC PACKAGING DESIGNED FOR RECYCLING OR REUSE

FY2025	27%
FY2026	**36%**
Target - FY2031	100%

POST-CONSUMER RECYCLED PLASTIC CONTENT

FY2025	9%
FY2026	**11%**
Target - FY2031	50%

1 *Production sites only.*

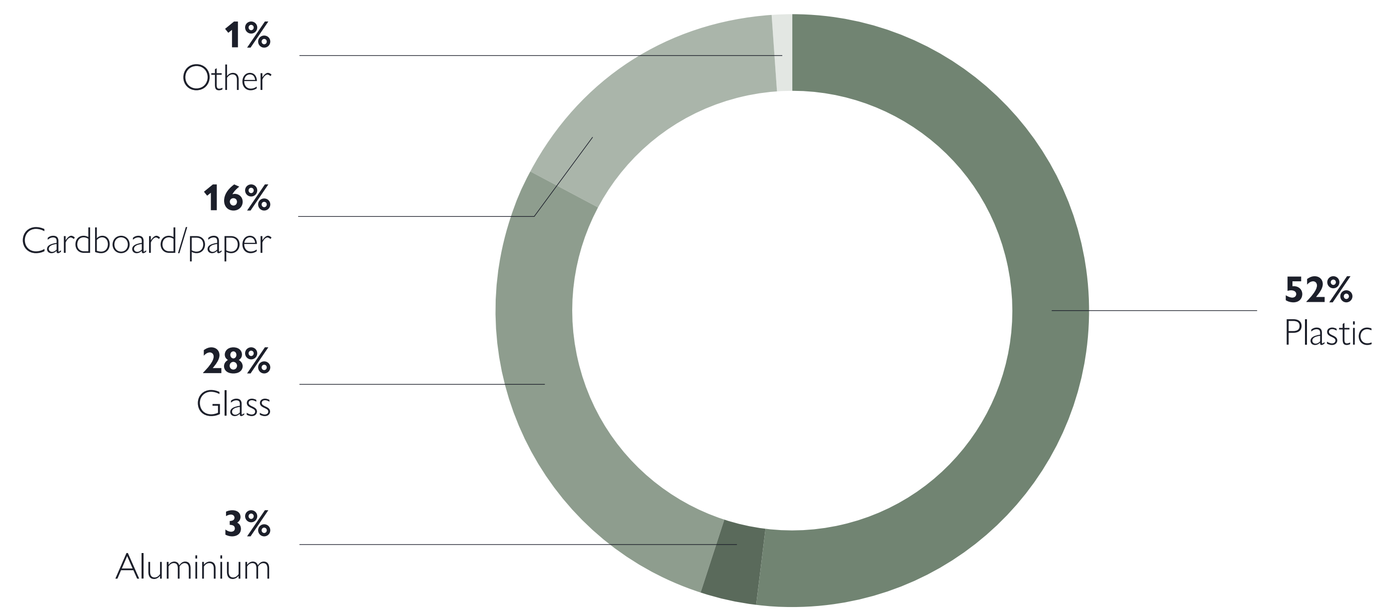
E5
METRICS

METRIC NAME	UNIT	FY2025	FY2026
Total volume of materials used (tonnes) in packaging	t	11,768	12,289
Total plastic packaging	%	65	52
Total cardboard packaging	%	11	16
Total aluminium packaging	%	2	3
Total glass packaging	%	21	28
Plastic dependency (packaging)	%	65	52
Total waste recovered or recycled[1]	%	98	97
% of non-hazardous waste[1]	%	74	76
% of hazardous waste[1]	%	26	24
Non-hazardous waste per unit produced[1]	kg / u	0.017	0.019
Hazardous waste per unit produced[1]	kg / u	0.006	0.006
Weight of materials collected	t	215	277

1 *For production sites only*

TOTAL PACKAGING WEIGHT

TOTAL FY2026 = 12,289 TONNES



SOCIAL

S1 OWN WORKFORCE

The wellbeing and motivation of employees is essential to L'OCCITANE Group's values and success. The Group's vision – 'with empowerment, we positively impact people and regenerate nature' – applies as much to its direct employees and those in the value chain, as it does to its customers.

L'OCCITANE Group is committed to cultivating a unique culture where every employee can contribute meaningfully to people and planet – supported by growth, financial resilience and purposeful leadership. Achieving and maintaining B Corp™ status since 2023 serves as a compelling sustainability proof-point for both prospective and current employees. The Group's priorities for its people include:

- ensuring fair pay and benefits;
- cultivating diversity, equity and inclusion;
- nurturing a positive safety culture;
- developing and training teams;
- actively listening and acting on employee feedback;
- monitoring satisfaction, wellbeing and turnover; and
- safeguarding labour and human rights.

IMPACTS, RISKS AND OPPORTUNITIES

IRO TYPE

Impact materiality
⊕ Positive
⊖ Negative

Financial materiality
Opportunity
Risk

SBM-3

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

In FY2026, L'OCCITANE Group's 11,068-strong workforce came together to craft unique beauty and wellbeing experiences for consumers, inspired by the richness of nature.

With operations across the globe, L'OCCITANE Group's employees are geographically distributed – 40% in Europe, 33% in Asia-Pacific, 15% in North America and 12% in South America – bringing together a breadth of talent, heritage, and perspectives across retail, manufacturing and office environments.

Across all locations and operations, L'OCCITANE Group creates the conditions for its people to flourish, offering a safe space to take bold decisions and grow professionally. In FY2026, women made up 84% of the Group's workforce, and they led half of the Group's brands and business units.

Through engagement and training, the Group encourages employees to champion a more diverse working culture, within an environment that recognises DE&I as a source of strength and innovation. Each brand promotes a culture of belonging, where equal treatment and opportunity are woven into every stage of the employee experience, from recruitment and training to remuneration, and reflected outward in consumer branding and marketing.

L'OCCITANE Group understands that great careers are built through trust. Employees are supported by continuous learning, rich on-the-job experiences, and roles designed to nurture and develop their skills. At the same time, the Group is committed to providing safe and respectful working conditions that support employee wellbeing and financial stability. It aims for zero workplace accidents, and mitigates against occupational health risks. This includes managing exposure to chemicals, upholding ergonomic standards, and promoting mental health through work-life balance and wellness initiatives.

L'OCCITANE Group has identified eight material IROs related to equal treatment and opportunities for all and working conditions across its entire own workforce.

Positive impact of enhancing employee wellbeing

Since its creation, L'OCCITANE Group has made the development of a constructive workplace a priority. The Group supports employee wellbeing through regular listening and investing in mental health and wellbeing initiatives. By tracking key indicators related to workplace health, satisfaction and employee feedback, the Group is able to identify areas for improvement, contributing to a more supportive work environment.

Positive impact of a fair wages strategy

L'OCCITANE Group has identified a positive impact linked to its status as a certified Living Wage employer across nearly all brands and affiliates, as recognised by the Fair Wage Network. Aligned with its commitment to providing fair wages, the Group aims to ensure that 100% of its global workforce receives a living wage.

Opportunity related to employing a diverse workforce

L'OCCITANE Group has identified an opportunity in employing a diverse workforce, such as across gender, race, ethnicity, within its operations. This diversity can drive innovation, engagement, inclusion and retention, with the potential to benefit net revenue through a more productive, representative and engaged workforce that matches the diversity of its customers all around the world.

Opportunity related to providing training and skills development

L'OCCITANE Group recognises a financial opportunity to improve talent retention, attraction and operational efficiency by investing in training and hard skills development across all functions (retail, production, office). The most frequently proposed training programmes include core competencies for both employees and managers, leadership development, and sustainability.

Opportunity related to promoting work-life balance

L'OCCITANE Group has identified a financial opportunity to retain talent and increase efficiency by promoting modern work-life balance such as offering flexibility through remote work where possible, accommodating different time zones, and providing flexible office arrangements.

Negative impact of health and safety challenges

Given the diversity of its operations and working environments, L'OCCITANE Group operates in contexts that require continuous attention to health, safety, and employee wellbeing. In retail settings, isolated incidents such as robbery or aggression may theoretically occur, while production environments require robust prevention and safety measures to limit occupational risks. The Group has implemented policies, procedures, and awareness initiatives designed to promote safe working conditions and reduce the likelihood of accidents. In addition, L'OCCITANE Group acknowledges the importance of mental health and actively monitors psychosocial risks, such as stress, as part of its broader commitment to employee wellbeing.

Risk related to salary fairness

L'OCCITANE Group recognises that its presence across multiple countries, employing thousands of employees in hundreds of different jobs, presents important challenges in terms of salary fairness. To address this challenge, the Group relies on structured job evaluation processes, regular salary benchmarking, and dedicated governance mechanisms. These measures aim to promote internal and external equity, support fair remuneration practices, and mitigate the financial risk of pay disparities, including those related to gender.

Risk of talent turnover

L'OCCITANE Group has identified talent turnover and the associated costs of recruiting the right employees as a financial risk. Turnover is closely monitored through annual employee feedback campaigns, and targeted action plans are implemented to address specific local challenges, ensuring that, overall, turnover rates remain aligned with market trends.

MANAGEMENT OF IMPACTS, RISKS AND OPPORTUNITIES

S1-1
POLICIES

Human rights, employee health, safety and wellbeing are key priorities for the L'OCCITANE Group. These commitments are supported by Group-wide frameworks such as the Group Human Rights Policy, the new Group Human Resources Policy and the Code of Business Conduct, which are sometimes adapted within brands (as detailed in the G1 Governance section). The below focuses on the specific human resources policies and practices that promote a safe, inclusive, and respectful working environment across all L'OCCITANE Group operations.

L'OCCITANE Group Human Resources Policy

This year, L'OCCITANE Group introduced a new Human Resources Policy, born from the collaboration between Human Resources and Sustainability teams. While respecting the unique identity of each brand, this policy formalises a shared framework of principles and accountability mechanisms to promote a sustainable and equitable workplace across all operations, focusing on human rights, working conditions, equal treatment and opportunities, and workforce engagement and remediation mechanisms. Supported by Group-level oversight, brand CEOs are responsible for adherence to the policy and Human Resources teams are responsible for its operationalisation.

L'OCCITANE Group Diversity, Equity and Inclusion (DE&I) Approach

The Group's approach to DE&I reflects its commitment to fostering an inclusive workplace and minimising negative impacts while promoting positive outcomes related to diversity, inclusion and gender equality. This approach is guided by three key objectives:

1. Hire, support and promote people with diverse experiences in all managerial decisions.

2. Make sure that every employee feels valued and respected.

3. Foster global collaboration and actively involve different groups of employees in vertical decision-making.

This approach is implemented through the brand's specific DE&I strategies.

L'OCCITANE Group Health and Safety Policy

The Health and Safety Policy outlines L'OCCITANE Group's goal to achieving zero accidents and reducing the risks associated with occupational diseases. It is guided by five Health and Safety principles:

1. Anticipate health and safety regulations and promote best practices.

2. Prevent occupational diseases and enhance working conditions by improving the workplace in factories, warehouses, offices and stores.

3. Eliminate hazards and reduce risks through targeted operational measures.

4. Promote preventive actions to encourage safe behaviours by raising awareness, providing training, and engaging employees and other relevant stakeholders.

5. Establish a process of continuous improvement by setting objectives, measuring results, and communicating progress to drive further progress.

L'OCCITANE Group Career Policy

The Group Career Policy outlines the support offered to employees and provides resources with which to fulfil goals. The policy emphasises the Group's conviction in enabling entrepreneurship mindset in employees, together with the need for agility and adaptability in a fast-evolving context.

The Group Career Policy supports the following initiatives, delivered by the Human Resources function:

- mobility programme: encouraging employees to explore different roles and work in different geographical locations within the Group to broaden their skills and experiences;
- manager programme: covering new managers and senior managers; and
- leadership programme: helping leaders strengthen their skills in strategic thinking, decision making, communication and people management.

In addition, onboarding processes and mentorship are key levers to enhance career development within L'OCCITANE Group.

In 2026, L'OCCITANE Group launched a new careers page careers.loccitane.com, making it simpler for both external candidates and internal employees to explore and apply for opportunities across the Group.

L'OCCITANE Group's Compensation Policy

L'OCCITANE Group's Compensation Policy is designed to ensure market competitiveness and support employee performance through five connected elements: fixed pay, variable pay, benefits, personal growth and development, and work-life environment.

The Group is steadily advancing its Fair Wage journey through a global compensation framework built on six pillars: full Living Wage certification in collaboration with the Fair Wage Network, systematic use of job evaluation methodology, external benchmarking, regular measurement of pay gaps, including gender pay gap, a structured annual salary review cycle, and clear information on compensation and benefits throughout the employee lifecycle.

L'OCCITANE Group combines a global approach with local flexibility in how it rewards and motivates employees. The Group provides a consistent overall framework and guidance, while allowing each market to implement programmes that are competitive with local practices and fully compliant with local legislation. The objective is to uphold high standards across the organisation and to attract and retain talented employees.

Wellbeing policies

To support pay, L'OCCITANE Group awards benefits which together contribute to the overall employee value proposition. These support healthy lifestyles as well as advancing careers. The overall categories, which are applied according to the priorities of the regions in which Group employees live and work, include: career development training, healthcare coverage, life, accident and disability insurance, wellness benefits, pension provision, paid primary and secondary care leave, childcare, extra holidays and employee discounts.

By the end of FY2026, over 85% of employees have access to an Employee Assistance Programme (EAP), offering health and wellbeing services in a fully integrated way.

During FY2026 the Group made parental leave available to all permanent employees expecting a child by birth, adoption or surrogacy. The inclusive Global Parental Leave Policy offers a minimum of 20 weeks of fully paid leave for primary caregivers and 12 weeks of fully paid leave for secondary caregivers. In FY2026, the policy benefitted more than 200 primary caregivers and 20 secondary caregivers.

S1-2, S1-3
MONITORING EMPLOYEE SATISFACTION AND RAISING CONCERNS

L'OCCITANE Group values employee feedback to guide processes and ways of working improvements. Feedback also helps the Group to find out about potential concerns in a proactive manner, to nurture talent, to attract new talent and to promote the company's values.

The Group actively engages with employees on a voluntary basis through both ad-hoc (e.g., events) and regular engagement mechanisms (e.g., survey every year, town halls at least once a year, ongoing social media engagement).

Engagement with employees is the responsibility of the CEO of each brand within the Group, supported by the brand's Human Resources Director. Globally, the Group Corporate Human Resources department provides both direction and alignment guidance.

Employees have access to a number of different channels to reliably and under strict confidentiality or even anonymously, direct questions or assertions related to human rights or general labour concerns. These can be used to raise concerns about a suspected violation of a law, regulation and/or of a requirement in the L'OCCITANE Group Code of Business Conduct or other Group policies and procedures.

Employees can report concerns through multiple channels, including:

- annual employee surveys;
- direct communication with line managers, Human Resources contacts, or the Group Internal Audit Department;
- the Group Speak Up platform.

The Group Speak Up platform is externally supported and managed by Group Internal Audit. It enables anonymous and confidential reporting, with all alerts securely handled within the platform and supported by a full audit trail.

Each alert is first assessed to confirm that it falls within the scope of the Speak Up process. Alerts are then triaged according to the nature of the case and the expertise required before being investigated and, where appropriate, followed by corrective actions.

In addition to the Speak Up platform, employees can raise workplace concerns through Human Resources and management channels, with support available across all Group entities to help address employee needs and workplace issues.

S1-4
ACTIONS FOR EMPLOYEES: WELLBEING, EQUITY AND WORKING CONDITIONS

Actions related to own workforce are managed and overseen by L'OCCITANE Group's Human Resources team and implemented through the brands. Each brand has dedicated Human Resources professionals to carry out both Group-wide and local strategies, including IRO management, while prioritising the needs of local teams and adapting to brand-specific and regional challenges.

Bringing DE&I to life

L'OCCITANE Group is committed to fostering diversity, inclusion, and empowerment through its operations. Empowerment remains a structural principle, reflected in the Group's continued investment in identifying, developing and advancing talent across the organisation, including through initiatives that support women's progression and leadership.

As the Group evolves its DE&I approach, DE&I insights are being integrated into the Culture Amp employee engagement survey, ensuring inclusion is part of how employee experience is measured.

At L'OCCITANE Group, inclusion means ensuring everyone can express their individuality. A global calendar of events, spanning International Women's Day, World Mental Health Day, and the International Day of Persons with Disabilities, keeps awareness alive year-round. During 2025 European Disability Employment Week, teams at the Paris headquarters took part in inclusive blind tests, sensory experiences and massages to increase awareness and understanding of disability inclusion. In FY2026, in countries where disability reporting is in place, individuals with disabilities represented an average of 1.4% of the workforce[1] and 8.4% at its production sites in France.

LEAD Network Programme

L'OCCITANE Group is a member of the Leading Executives Advancing Diversity (LEAD) Network, supporting and empowering women across the brand year-round through access to mentoring, networking and leadership discussions. For the sixth consecutive year, the Group was represented at the LEAD Network Conference in Milan, strengthening connections with a global community of shared values and exchanging best-in-class practices in DE&I and inclusive leadership. Building on this engagement, an internal network was established to contribute to further advancing gender equity and increasing the visibility of female role models across all brands.

1 *Excluding Brazil, Austria, Couvent des Minimes Hotel and Obratori entities.*

Inclusive Recruitment Guidelines

L'OCCITANE Group continued to implement initiatives that keep its inclusive hiring commitment active, strengthen equal opportunities and ensure a more inclusive hiring experience for all candidates. A key action this year was the development and roll-out of new Inclusive Recruitment Guidelines. These guidelines ensure fair and equitable hiring practices are shared across the Group and provide practical recommendations to reduce bias throughout the recruitment process, resulting in more diverse candidate pools at each stage.

L'Occitane en Provence

People Sustainability Strategy

During FY2026, L'Occitane en Provence launched a new People Sustainability Strategy aligned with the brand's ambition to create a positive and lasting impact on its people and communities, as well as with the Group's broader sustainability commitments. The strategy's framework and four pillars provide a clear direction and plan to strengthen people-related initiatives across the organisation and value chain. Its aim is to foster an inclusive workplace where every employee feels respected, valued and empowered to contribute.

Training and employee retention

L'OCCITANE Group provides employees opportunities to enhance their skills, knowledge, and career growth by:

- Offering continuous learning opportunities, including workshops, mentoring opportunities, and accessible resources for all employees, while providing content and learning portfolios tailored to each job function and brand.
- Supporting career advancement through structured development programmes.

The Group Leadership programme, designed to support leaders in strengthening their skills in strategic thinking, decision-making, communication and people management, is a pillar of this development policy.

In FY2026, L'Occitane en Provence continued to invest in the expansion of L'Atelier, its Retail Academy, demonstrating its commitment to the continuous upskilling of its employees and frontline teams. L'Atelier's programme now offers inclusive leadership programmes for managers, and greater accessibility to development opportunities for employees worldwide. During FY2026, 78% of female and 70% of male L'OCCITANE Group employees received training.

Prioritising health and safety

L'OCCITANE Group's five Health and Safety principles apply at every stage of the value chain, from design, manufacture and distribution, to selling products and services to customers.

At the Group's production sites, health and safety risks are integrated into overall management planning processes. Employees are actively involved in safety planning, resource allocation, monitoring, and audits to ensure a comprehensive approach to health and safety.

The Group's French and Italian production sites follow ISO 45001, a holistic safety management system and undergo annual third-party audits to ensure compliance and continuous improvements. For example, L'OCCITANE Group's production sites in France have implemented a safety culture which focuses on organisational and behavioural practices to achieve zero accidents.

Employee wellbeing

To evaluate the quality of life at work and to ensure continuous improvement, L'OCCITANE Group uses an annual engagement survey through the Culture Amp platform across all regions and functions. The survey gathers employee feedback on their workplace experience and identifies areas for development in a consistent, structured way. Results are shared openly with employees through town halls, and the feedback directly shapes targeted action plans to address key priorities and drive positive change across the organisation.

In FY2025, the Group's dedication to employee wellbeing was further reflected in expanded retirement plans in the USA, new life insurance options in the Asia-Pacific (APAC) region, wider access to Employee Assistance Programmes (EAP), and enhanced health and safety programmes in Japan. Two further subsidiaries joined the EAP in April 2026, with the remaining affiliates targeted for inclusion in FY2027.

Ensuring fair pay

L'OCCITANE Group believes implementing a robust living wage policy is both a moral imperative and a business necessity. By aligning with global living wage standards, the Group contributes to efforts to reduce poverty and foster greater economic stability for employees worldwide. Living wage policies create a ripple effect that benefits individuals, businesses, and society as a whole.

By ensuring fair pay, the Group enhances employee satisfaction and retention while also boosting productivity.

In 2023, L'OCCITANE Group began implementing its living wage policies across global operations, a complex process that involved collaboration with the Fair Wage Network, in order to qualify for Living Wage Certification. The Living Wage pay rates are calculated based on average family sizes and incidences of multiple income earners in families for each location and are typically higher than the legal minimum wage in most countries.

L'OCCITANE Group's employees have embraced its living wage initiatives at every level of the organisation. Their collective efforts, in collaboration with human resources, business strategy, and budgeting teams, have created a more equitable workplace and improved the wellbeing of individuals and families.

In FY2026, 100% of the Group's workforce within the original target scope has received a certified Living Wage. The power of this cross-functional collaboration has been instrumental in helping the Group reach this milestone and move closer to its goal of 100% certification.

Building on this foundation, L'OCCITANE Group is also strengthening its total reward framework through the deployment of a Group Fair Wage Strategy. This goes beyond the living wage, incorporating job evaluation methodologies, external benchmarking, regular gender pay gap analysis, and annual salary review processes. In parallel, a three year "Path to Transparency" programme is being rolled out to help managers and employees understand how total reward is structured and how it may evolve over time.

Looking ahead, the Group's objective is to ensure that 100% of its global workforce is covered by the Group Fair Wage Strategy by the end of FY2027.

The Group also continued to advance its broader compensation agenda, with a focus on fairness and transparency. Several brands and markets implemented Group classification and grading system within their organisation, as part of the Group journey toward fair wage.

'I'm proud to be part of a Group dedicated to ensuring 100% of employees earn a living wage, whatever their place or area of work. All our Brands and Business Units have made financial security and wellbeing a priority, committing themselves to making this a reality for everyone, year after year. This certification reflects our core values, and it is a privilege to be part of such a collective effort.'

Mathieu Rouquette
L'OCCITANE Group
Compensation and Benefits Director

LIVING WAGE CERTIFICATION

Group employees are paid at Living Wage certified by a third-party during FY2026

1 *In FY2026, the target was achieved for 100% of entities within the original scope against which the target was established, consistent with previous years' reporting scope.*

TARGETS AND METRICS

Throughout FY2026, L'OCCITANE Group strengthened its People Analytics capabilities by developing a structured set of core HR indicators, including headcount, turnover, diversity, performance and compensation metrics. By improving data quality, reinforcing governance and deploying advanced analytics, the Group is now able to provide HR teams and leadership with clearer, more reliable insights to support workforce planning and decision-making.

S1-5
TARGETS

Targets have been set related to living wages and parental leave:

- Living wage: 100% employees paid at family living wage threshold by FY2026[1].
- Work-life balance: 100% employees entitled to parental leave by FY2026.
- Brands have specific DE&I and Health and Safety targets in place.

From FY2027, the living wage and work-life balance targets will be assessed on a rolling annual basis across the Group. As new entities are brought into scope, they are incorporated into the assessment and reporting perimeter, with future coverage reflecting the Group's evolving organisational structure.

L'OCCITANE Group measures and publicly discloses a suite of indicators related to the eight material IROs of employee well-being, adequate wages, diverse workforce, training, work-life balance, health and safety, salary fairness, and employee retention.

1 *Group (excluding Sol de Janeiro, ELEMIS, DRV, Couvent des Minimes Hotel and Obratori).*

S1-6
EMPLOYEE METRICS

NUMBER OF EMPLOYEES BY GENDER

GENDER	HEADCOUNT	%	HEADCOUNT	%
	FY2025		FY2026	
Female	9,668	85%	9,347	84%
Male	1,745	15%	1,721	16%
TOTAL	**11,413**	**100%**	**11,068**	**100%**

HEADCOUNT BY COUNTRY – COUNTRIES WITH NUMBER OF EMPLOYEES ABOVE 50

REGION	COUNTRY	HEADCOUNT	
		FY2025	FY2026
Europe	France	1,692	1,667
South America	Brazil	1,184	1,344
North America	United States	1,343	1,209
Europe	United Kingdom	1,133	1,151
APAC	China	1,230	1,128
APAC	Japan	1,034	950
APAC	Australia	465	441
Europe	Switzerland	376	352
Europe	Italy	311	338
North America	Canada	297	300
APAC	Taiwan	288	251
Europe	Germany	269	237
Europe	Spain	224	221
APAC	South Korea	235	219
APAC	Malaysia	190	194
North America	Mexico	177	176
APAC	Hong Kong	232	174
Europe	Poland	89	89
APAC	Thailand	84	73
APAC	Singapore	62	65
Europe	Ireland	61	58
APAC	India	63	56
Europe	Czech Republic	55	52

EMPLOYEES BY CONTRACT TYPE, GENDER AND REGION

GENDER	PERMANENT EMPLOYEES	TEMPORARY EMPLOYEES	NON-GUARANTEED HOURS EMPLOYEES	**TOTAL**	PERMANENT EMPLOYEES	TEMPORARY EMPLOYEES	NON-GUARANTEED HOURS EMPLOYEES	**TOTAL**
	HEADCOUNT FY2025				HEADCOUNT FY2026			
Female	8,654	530	484	**9,668**	8,363	528	432	**9,323**
Male	1,629	79	37	**1,745**	1,624	66	27	**1,717**
TOTAL	**10,283**	**609**	**521**	**11,413**	**10,006**	**600**	**462**	**11,068**
	% FY2025				% FY2026			
Female	76%	5%	4%	**85%**	76%	5%	4%	**84%**
Male	14%	1%	0%	**15%**	15%	1%	0%	**16%**
TOTAL	**90%**	**5%**	**5%**	**100%**	**90%**	**5%**	**4%**	**100%**

GENDER	PART-TIME	FULL-TIME	**TOTAL**	PART-TIME	FULL-TIME	**TOTAL**
	HEADCOUNT FY2025			HEADCOUNT FY2026		
Female	2,654	7,015	**9,668**	2,457	6,894	**9,350**
Male	235	1,509	**1,745**	223	1,494	**1,718**
TOTAL	**2,889**	**8,524**	**11,413**	**2,680**	**8,388**	**11,068**
	% FY2025			% FY2026		
Female	23%	61%	**85%**	22%	62%	**84%**
Male	2%	13%	**15%**	2%	14%	**16%**
TOTAL	**25%**	**75%**	**100%**	**24%**	**76%**	**100%**

EMPLOYEES BY CONTRACT TYPE, GENDER AND REGION

REGION	0 HOUR CONTRACT	FIXED-TERM	INTERNSHIP	PERMANENT	**TOTAL**	0 HOUR CONTRACT	FIXED-TERM	INTERNSHIP	PERMANENT	**TOTAL**
	HEADCOUNT FY2025					HEADCOUNT FY2026				
APAC	411	108	6	3,418	**3,943**	355	129	8	3,142	**3,634**
Europe	125	335	97	3,913	**4,469**	107	296	62	3,940	**4,405**
North America	0	47	19	1,750	**1,817**	0	48	19	1,618	**1,685**
South America	0	0	39	1,145	**1,184**	0	0	38	1,306	**1,344**
TOTAL	**536**	**490**	**161**	**10,226**	**11,413**	**462**	**473**	**127**	**10,006**	**11,068**
	% FY2025					% FY2026				
APAC	4%	1%	0%	30%	**35%**	4%	1%	0%	30%	**35%**
Europe	1%	3%	1%	34%	**39%**	1%	3%	1%	34%	**39%**
North America	0%	0%	0%	15%	**16%**	0%	0%	0%	15%	**16%**
South America	0%	0%	0%	10%	**10%**	0%	0%	0%	10%	**10%**
TOTAL	**5%**	**4%**	**1%**	**90%**	**100%**	**5%**	**4%**	**1%**	**90%**	**100%**

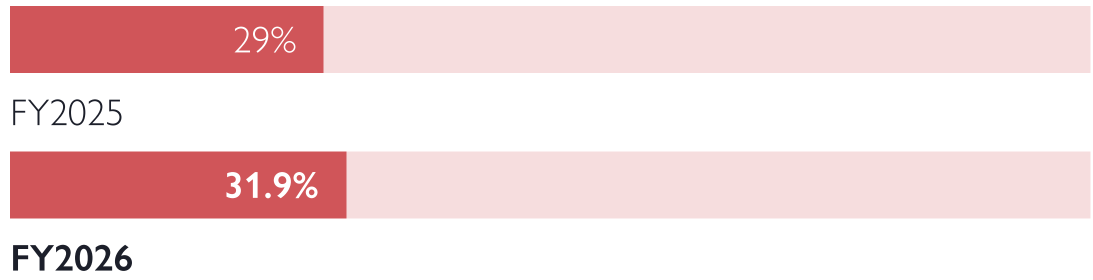
REGION	PART-TIME	FULL-TIME	**TOTAL**	PART-TIME	FULL-TIME	**TOTAL**
	HEADCOUNT FY2025			HEADCOUNT FY2026		
APAC	636	3,307	**3,943**	561	3,073	**3,634**
Europe	1,630	2,839	**4,469**	1,467	2,938	**4,405**
North America	674	1,143	**1,817**	607	1,078	**1,685**
South America	44	1,140	**1,184**	40	1,304	**1,344**
TOTAL	**2,984**	**8,429**	**11,413**	**2,675**	**8,393**	**11,068**
	% FY2025			% FY2026		
APAC	6%	29%	**35%**	5%	28%	**33%**
Europe	14%	25%	**39%**	13%	27%	**40%**
North America	6%	10%	**16%**	5%	10%	**15%**
South America	0%	10%	**10%**	0%	12%	**12%**
TOTAL	**26%**	**74%**	**100%**	**24%**	**76%**	**100%**

S1-6
EMPLOYEE METRICS

EMPLOYEE TURNOVER

METRIC NAME	UNIT	FY2025	FY2026
Average number of employees (head count)	No.	11,413	11,068
Number of employees who have left undertaking[1]	No.	2,908[2]	3,200

STAFF TURNOVER RATE (PERMANENT EMPLOYEES)



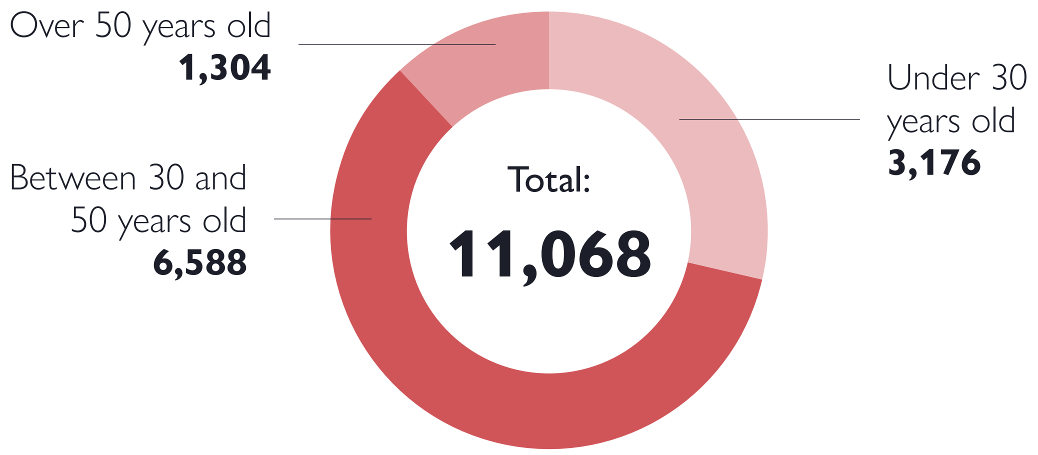
S1-9
DIVERSITY METRICS

GENDER DISTRIBUTION AT TOP MANAGEMENT LEVEL

METRIC NAME	UNIT	FY2025	FY2026
Number of employees (head count) at top management level	No.	23	23
Gender distribution in number of employees (head count) at top management level (Women %)	%	35	39.1

HEADCOUNT BY AGE CATEGORY

DISTRIBUTION OF EMPLOYEES BY AGE GROUP



S1-13
TRAINING METRICS

TRAINING AND SKILLS DEVELOPMENT

METRIC NAME[3]	UNIT	FY2025	FY2026
Percentage of employees that participated in regular performance and career development reviews	%	99	86
Total average training hours per employees	No.	9.34	14.4

EMPLOYEE TRAINED BY GENDER

GENDER	NUMBER OF EMPLOYEE TRAINED	% OF EMPLOYEE TRAINED	NUMBER OF EMPLOYEE TRAINED	% OF EMPLOYEE TRAINED
	FY2025		FY2026	
Female	7,593	79%	7,291	78%
Male	1,430	82%	1,213	70%
TOTAL	**9,023**	**79%**	**8,504**	**77%**

S1-14
HEALTH AND SAFETY METRICS

METRIC NAME	UNIT	FY2025	FY2026
Percentage of people in its own workforce who are covered by health and safety management system based on legal requirements and (or) recognised standards or guidelines[4]	%	65	90
Number of fatalities in own workforce as result of work-related injuries and work-related ill health[5]	No.	0	0
Number of fatalities as result of work-related injuries and work-related ill health of other workers working on undertaking's sites	No.	0	0
Lost days due to work injury	days	3,034	3,784

1 *Group permanent employees only (excluding Austria, DRV UK, Couvent des Minimes Hotel and Obratori).*
2 *FY2025 data have been restated to reflect the permanent employee scope used for the current year.*
3 *Group (excluding Austria, Sol de Janeiro, ELEMIS, DRV, Couvent des Minimes Hotel and Obratori).*
4 *Group (excluding Austria, Couvent des Minimes Hotel, Obratori and DRV UK entities).*
5 *Group (excluding Brazil, Austria, Couvent des Minimes Hotel, Obratori and DRV UK entities).*

TARGETS AND METRICS

Gender Pay Gap metrics

Thanks to consolidated data and position evaluation methodology (Mercer), L'OCCITANE Group developed a methodology to calculate unadjusted and adjusted gender gap. The Group reports a low adjusted gender pay gap on base salary, reflecting an overall balanced remuneration structure across its workforce worldwide. For the FY2026 period, the gap stands at 2.2% for office employees and 0.8% for retail employees[1]. The Group continues to monitor this indicator closely and aims to further enrich its analysis through more detailed insights where available, and global collaboration with specific tools on pay analytics (e.g., Beqom software).

This global analysis is regularly corroborated by mandatory reports or local analyses in certain countries, in compliance with applicable regulations:

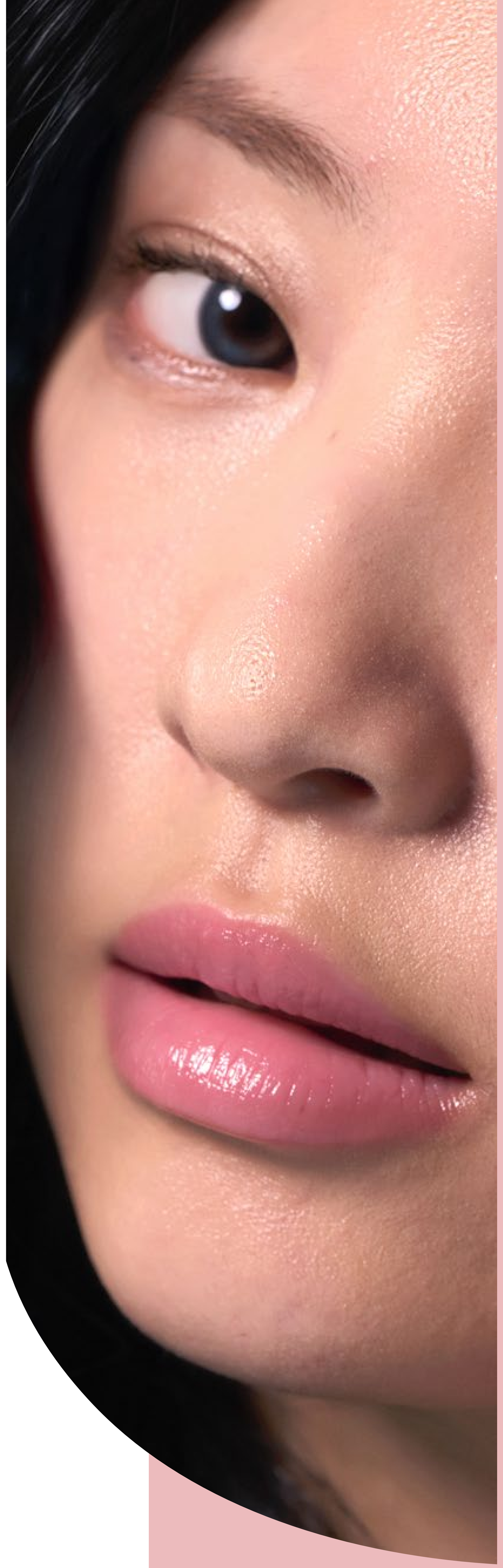
- Index "égalité hommes femmes" in France : 97/100 (Laboratoires M&L) and 99/100 (MLDF)
- Index on "Transparency and Pay Equity Between Women and Men" in Brazil : 84.7% (Ratio Female/Male)

S1-16
GENDER PAY GAP METRICS

GENDER PAY GAP METRICS

METRIC NAME[2]	%
	FY2026
Gender pay gap (adjusted wage gap on base salary) - Office employees	2.20
Gender pay gap (adjusted wage gap on base salary) - Retail employees	0.80

1 *Given differences in role type, seniority, and pay structures between office-based and retail roles, two pay gap calculations are made: one covering office employees and one covering retail employees. Calculating the gap separately for these two populations avoids structural factors linked to workforce composition distorting the overall result.*
2 *Group (excluding Brazil, Austria, ELEMIS UK and US, DRV Japan, Couvent des Minimes Hotel and Obratori).*



S2
WORKERS IN THE VALUE CHAIN

L'OCCITANE Group is committed to respecting and promoting human rights across its diverse supply chain, in line with local and national laws as well as international labour and human rights standards. The Group's due diligence framework includes risk assessments, supplier evaluations, stakeholder engagement, and ongoing monitoring to identify, prevent, and mitigate potential human rights risks. These efforts are guided by global human rights principles and reinforced by the recent adoption of the Group's Human Rights Policy. Through these measures, L'OCCITANE Group aims to ensure its operations contribute positively to the well-being, dignity and fair treatment of all workers across its value chain.

IMPACTS, RISKS AND OPPORTUNITIES

IRO TYPE

Impact materiality
- ⊕ Positive
- ⊖ Negative

Financial materiality
- Opportunity
- Risk

UPSTREAM
- ⊖ Forced and child labour in the supply chain
- ⊖ Fair wage in the supply chain
- ⊖ Health and Safety in manufacturing in the supply chain

SBM-3
MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL

L'OCCITANE Group's value chain consists of responsible ingredient sourcing, in-house and partner-led research and manufacturing, coordinated global logistics, distribution through intermediaries and owned retail and e-commerce distribution.

During FY2026, L'OCCITANE Group conducted a refresh of its human rights saliency assessment, previously conducted in 2023, to update its understanding of its human rights impacts. The assessment was conducted using a methodology from the UN Business and Human Rights Accelerator, in collaboration with the Group's main stakeholders, including employees, suppliers, customers and NGOs. The results reconfirmed the potential for negative impacts of forced and child labour identified in previous assessments. The assessment raised the materiality of potential negative impacts concerning fair wages in the supply chain and health and safety in manufacturing, so that these now appear alongside the results of the FY2024 double materiality assessment.

L'OCCITANE Group has identified three material impacts to workers in the value chain.

Negative impact of forced and child labour in the supply chain

In certain geographies within L'OCCITANE Group's upstream supply chain, procurement activities may involve sourcing from countries with higher human rights risks. Commodity-specific factors, combined with potential gaps in human rights protection across the value chain, may contribute to adverse impacts, including a heightened risk of child and forced labour.

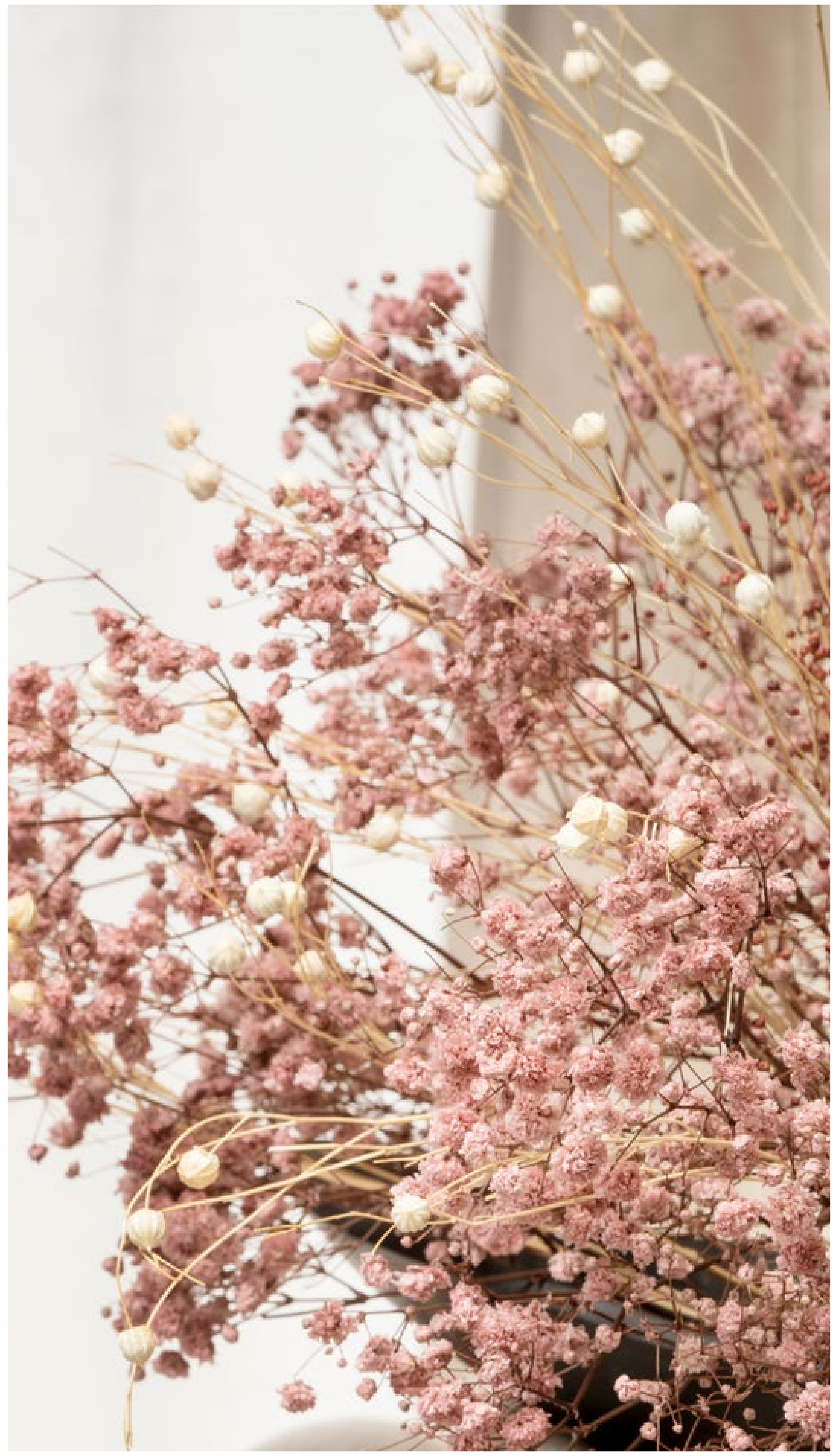
Negative impact of fair wages in the supply chain

In certain geographies within L'OCCITANE Group's upstream supply chain, minimum wages may fall below a living wage, creating a potential risk of adverse impacts on workers' rights, including exposure to exploitative practices such as child labour and forced labour. Strengthening fair wage practices could help address these root causes and improve working conditions.

Negative impact of health and safety in the supply chain

In L'OCCITANE Group's value chain, potential adverse impacts on workers may occur. Particularly, warehouse and manufacturing operators, temporary or subcontracted workers, may face health and safety risks, such as musculoskeletal injuries from heavy or repetitive tasks, fatigue and accidents linked to prolonged working hours and systemic overtime. While L'OCCITANE Group is not directly involved or has control related to these operations, we acknowledge that we may be linked to such impacts through our sourcing of materials.

MANAGEMENT OF IMPACTS, RISKS AND OPPORTUNITIES



S2-1
POLICIES

Group Human Rights Policy

In line with its commitment to international human rights standards, L'OCCITANE Group integrates respect for human rights into its operational practices and governance. The Group's Human Rights Policy sets out minimum expectations regarding fundamental rights, including the prevention of forced labour, child labour, and discrimination, as well as the promotion of a safe and healthy work environment.

The Human Rights Policy is founded on the principles of several key international frameworks, including:

- The Universal Declaration of Human Rights;
- The International Labour Organization (ILO) Core Conventions;
- The United Nations Guiding Principles on Business and Human Rights;
- The OECD Guidelines for Multinational Enterprises; and
- The Ten Principles of the United Nations Global Compact (UNGC).

The policy is overseen and approved by the Group's Chairman and CEO and is also embedded into the Group's new Human Resources Policy. To ensure transparency and accessibility, the policy is published on L'OCCITANE Group's corporate website for all external stakeholders, including suppliers and business partners. Group management is responsible for ensuring that all employees are informed of, understand, and comply with the policy.

L'Occitane en Provence also has an active Human Rights Due Diligence Committee in place that meets biannually to track progress against its human rights roadmap and initiatives.

Group Human Rights Policy: Commitments

L'OCCITANE Group is dedicated to upholding the highest standards with respect to the material topics of child labour, forced labour, and health and safety. The Group's stated commitments are as follows.

Child labour

L'OCCITANE Group is fully committed to preventing child labour in any form within its supply chain. The Group deploys all its efforts to ensure that no instances of child labour occur, and it takes immediate action to rectify any identified cases while striving to improve the situation for those affected. The Group rigorously monitors its suppliers to uphold this commitment and enforces strict compliance with international child labour laws.

Forced labour

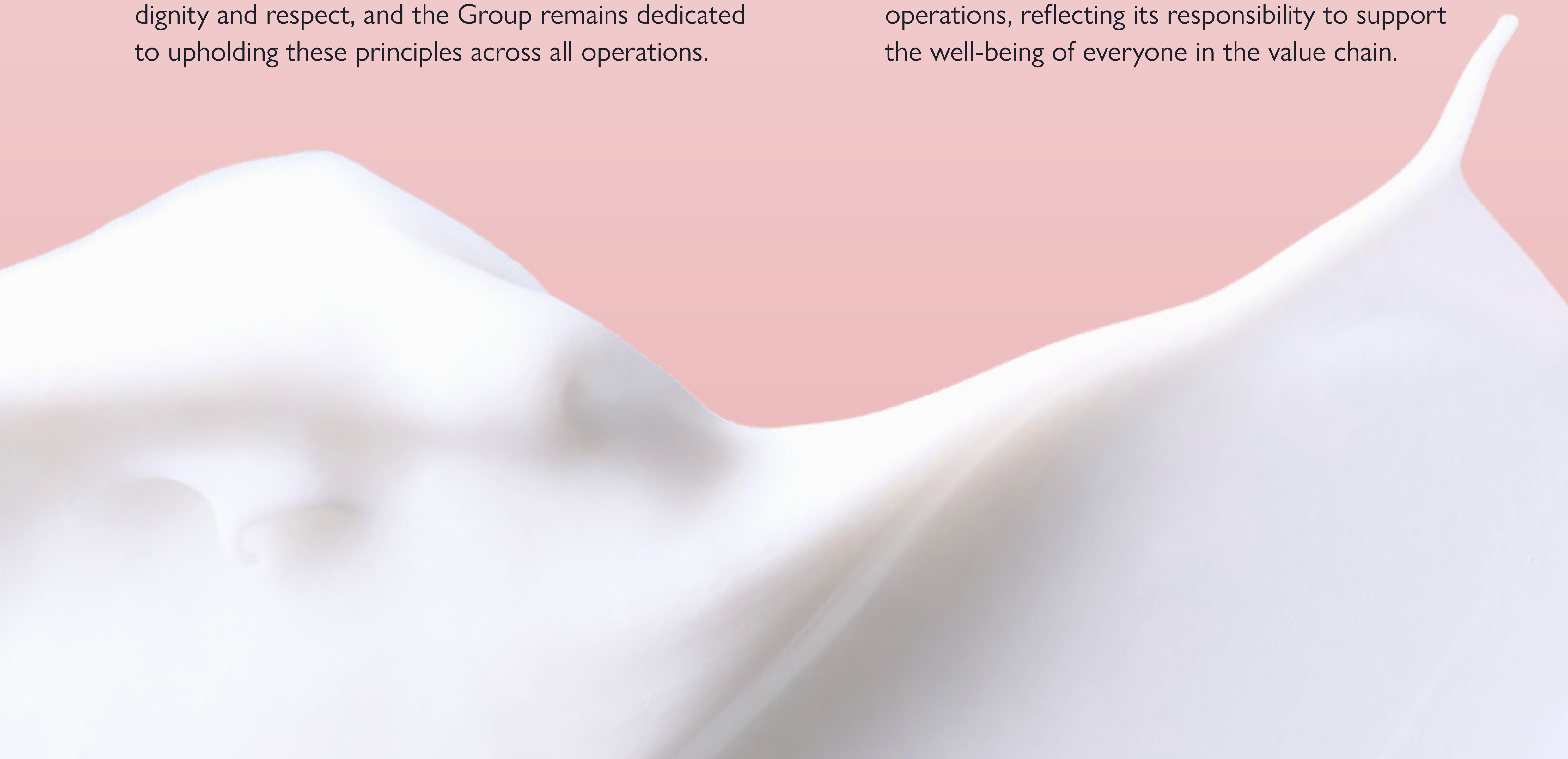
L'OCCITANE Group stands firmly against all forms of forced labour. This commitment extends to all individuals, including migrants, who are often vulnerable to exploitation due to their marginalised status. The Group believes that every worker deserves to be treated with dignity and respect, and the Group remains dedicated to upholding these principles across all operations.

Safe working conditions

L'OCCITANE Group believes that every worker deserves to work in a setting that is free from hazards and risks. To achieve this, the Group is committed to working closely with its suppliers to enforce strict safety standards and protocols. This includes audits, compliance with international safety regulations and continuous improvement initiatives.

Living income and wages

L'OCCITANE Group is committed to ensuring that workers throughout its supply chain receive a fair living income. To uphold this principle, it is dedicated to paying the prices and costs necessary to enable suppliers to compensate their workers fairly. This commitment extends beyond the Group's direct operations, reflecting its responsibility to support the well-being of everyone in the value chain.



Group Code of Business Conduct and Responsible Procurement Policy

L'OCCITANE Group also upholds its commitment to labour and human rights in the supply chain through the implementation of the Group Code of Business Conduct and the United Nations Global Compact pledge, as further detailed in the Governance chapter. In compliance with the Code of Business Conduct, L'OCCITANE Group is committed to responsible sourcing practices and expects its suppliers to comply with all local laws and regulations. This includes regulations related to social and environmental performance, and international human rights and labour standards.

S2-2
PROCESSES FOR ENGAGING WITH VALUE CHAIN WORKERS

Across the L'OCCITANE Group, several brands engage with supply chain workers through key mechanisms, including:

- Supplier assessments on environmental and social topics are conducted by a third party (via EcoVadis scores). Suppliers are required to meet a defined minimum score, and their progress is continuously monitored to ensure ongoing improvement across the supplier panel.
- The Group's dedicated whistleblowing channel, Speak Up.

When the Group identifies supplier risks, a mitigation plan is developed and implemented together with the supplier. A monitoring and review process follows to ensure proper action and compliance to the plan.

L'Occitane en Provence

L'Occitane en Provence works closely with suppliers to identify and address supply chain impacts and risks through a dedicated responsible procurement programme titled #NotJustSuppliers.

#NotJustSuppliers details how L'Occitane en Provence expects social and environmental risks to be managed in the supply chain. It includes a set of basic actions (i.e., signatory of the Group's Code of Conduct, supplier EcoVadis assessment if eligible, CSR criteria in supplier selection, traceability, management risk mapping tool, and monitoring biodiversity, carbon, and human rights impacts). Suppliers' action plans and progress monitoring are tracked and discussed during dedicated quarterly suppliers' meetings.

L'Occitane en Provence conducts third party audits within its supply chain, including SMETA 4 Pillar audits. These audits enable the brand to manage and mitigate supply-chain impacts related to health and safety and are planned on at risk supplier categories such as merchandising supplies. Suppliers are required to provide independent audit reports based on recognised standards, such as SMETA, BSCI and SA8000, which are systematically reviewed to identify any non conformities. Where non-conformity issues are identified, suppliers must develop and implement corrective action plans. In cases of major non conformities, L'Occitane en Provence may decide to refuse or discontinue the partnership to ensure alignment with its responsible sourcing and sustainability commitments.

In FY2026, L'Occitane en Provence extended the Speak Up Channel to suppliers, enabling them to use these mechanisms to flag any alerts identified.

S2-3
CHANNELS FOR VALUE CHAIN WORKERS TO RAISE CONCERNS AND PROCESSES TO REMEDIATE NEGATIVE IMPACTS

L'OCCITANE Group ensures that suppliers and their employees have unrestricted access to the Group Speak Up Policy. In FY2025, the Group's policy and whistleblowing system, Speak Up, was extended to include workers across the supply chain. The hotline, operated by an independent third party, is publicly available and offered in more than 70 languages to both internal and external stakeholders. It can be accessed at any time via the Group's corporate website, by phone or through a mobile app.

In FY2026, L'Occitane en Provence launched a pilot project with a strategic supplier to support the rollout of the Speak Up mechanism beyond tier one. The project also evaluates additional approaches to ensure that the value chains of strategic suppliers are covered by efficient and trusted grievance mechanisms. This work is ongoing and expected to be completed by FY2027.

The grievance management process is an integral part of the Group's commitment to human rights. When L'OCCITANE Group identifies human rights impacts directly associated with its business relationships, it will leverage its influence to promote human rights compliance among suppliers and business partners. This may involve implementing corrective action plans or, if necessary, terminating the relationship. Any issues are reported to stakeholders within the Group and then escalated to the supplier company with a clear direction to develop a three to six-month remediation plan. Verified cases are assessed for severity and escalated as appropriate. Internal and external investigations are conducted to determine root causes, followed by the implementation of targeted remediation plans with defined timelines and progress monitoring.

S2-4
ACTIONS AND RESOURCES

Collaborative actions

For more than a decade, L'OCCITANE Group has been engaged in the UN Global Compact corporate responsibility initiative, demonstrating its ongoing commitment to the Ten Principles for human rights, labour, environment, and anti-corruption.

L'Occitane en Provence is a member of key collaborative platforms aimed at advancing sustainability in the cosmetics industry:

- Member of the Responsible Beauty Initiative (RBI), which includes L'Oréal, LVMH, Coty, and Shiseido. RBI works to improve sustainability across the beauty supply chain by sharing best practices, harmonising industry standards, and promoting common tools. In FY2026, the brand contributed to a Human Rights whitepaper – "The Responsible Beauty Initiative: A Guide to Strengthening Labor & Human Rights in the Beauty Supply Chain and Beyond" – led by EcoVadis to help suppliers better understand our expectations on Human Rights. To support its rollout, drive engagement, and build supplier capability, the brand hosted a dedicated webinar featuring participation from the United Nations Global Compact.
- Part of the Action for Sustainable Derivatives (ASD), an industry-led platform connecting 40 members from the cosmetics, home and personal care, and oleochemicals sectors. The collaboration looks to address environmental and social challenges in palm oil and palm kernel oil derivative supply chains, with progressive expansion to other commodities. Using TILKAL, a supply chain traceability and trust platform, L'Occitane en Provence traced 100% of its total palm based volumes, covering 30 tier one suppliers included in the scope. FY2026 marks the fifth consecutive year of participation in the ASD traceability study, during which we have continued to observe meaningful progress. Compared with FY2025, during FY2026 the brand increased its traceability to the refinery level (by +7.1%), to the mill level (by +6.8%), and to the plantation level (by +26%). These improvements reflect the ongoing commitment to enhancing transparency and strengthening due diligence across the brand's palm based supply chains.
- Member of the TRaceability Alliance for Sustainable CosmEtics (TRASCE) consortium since FY2024. TRASCE aims to enhance transparency across supply chains for strategic raw materials, such as coconut oil, castor oil, shea butter and soybean, and key packaging materials, including plastics, glass and aluminium. In FY2026, L'Occitane en Provence continued collaborating with other member companies. For example, following the consortium commitment, it actively engaged with the Transparency-One platform to collect, analyse and monitor supplier data. All 137 of L'Occitane en Provence's suppliers identified on Transparency-One, representing a total of 616 products, have been cross referenced with external data sources to gather insight on associated supply chains and to identify products at risk. Some of the findings include:
  - 2 suppliers are located in high risk deforestation zones.
  - 5 suppliers fall within extremely high water stress areas.
  - 3 suppliers are located in regions with medium prevalence risk of modern slavery.

Advancing fair wages in the supply chain

Ensuring a living wage is a priority topic for L'Occitane en Provence that extends to its supply chain. During FY2026, the brand launched a pilot Fair Wage Assessment project with a packaging supplier based in India, in partnership with the Fair Wage Network. This assessment represents a first step in building a structured approach for addressing living wages across the supply chain. The results of this pilot project will inform the development of a collaborative roadmap with suppliers to advance fair and decent wages for workers. In parallel, L'Occitane en Provence's participation in the United Nations Forum on Business and Human Rights supports identifying potential future partnerships that could help to further develop and scale this approach.

Through its due diligence process, L'OCCITANE Group identified migrant agricultural workers as a particularly vulnerable group, facing greater risk of rights violations. In addition, women working in high-risk commodity supply chains are especially exposed to gender-based violence, underlining the need for targeted interventions.

TARGETS AND METRICS

GROUP TARGETS

BY FY2030

90% of direct suppliers assessed using the EcoVadis global sustainability rating

Reach **63 points** (weighted average) on EcoVadis for suppliers of direct purchases

Maintain **<1%** of direct and indirect suppliers being considered at risk[1]

1 Suppliers are considered at risk if their EcoVadis assessment is below 25 points.

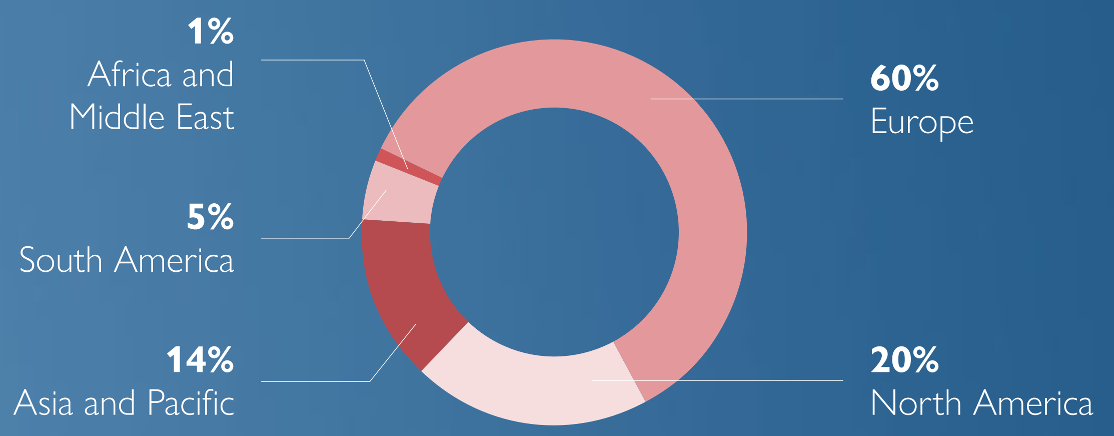
In FY2026, 91% of eligible suppliers were assessed using EcoVadis, which includes a section focused on human rights. In addition to meeting this coverage target ahead of time, during FY2026 the Group also successfully reached and surpassed its target performance score of 63 points (weighted average) by 6 points. These accomplishments are due to significant efforts made to engage and support suppliers with their sustainability practices.

Notably, Sol de Janeiro made significant progress in this area during the reporting period. It increased the share of its suppliers assessed on EcoVadis from 68% in FY2025 to 90% in FY2026, while also improving its average score from 53 to 59 points, reflecting strengthened supplier sustainability performance. This progress has been driven by enhanced supplier engagement efforts, including a structured supplier engagement programme and targeted one to one outreach to support suppliers in completing assessments and strengthening their practices.

These efforts are complemented by the ongoing expansion of the #NotJustSuppliers programme, which fosters long-term, ethical partnerships across the value chain.

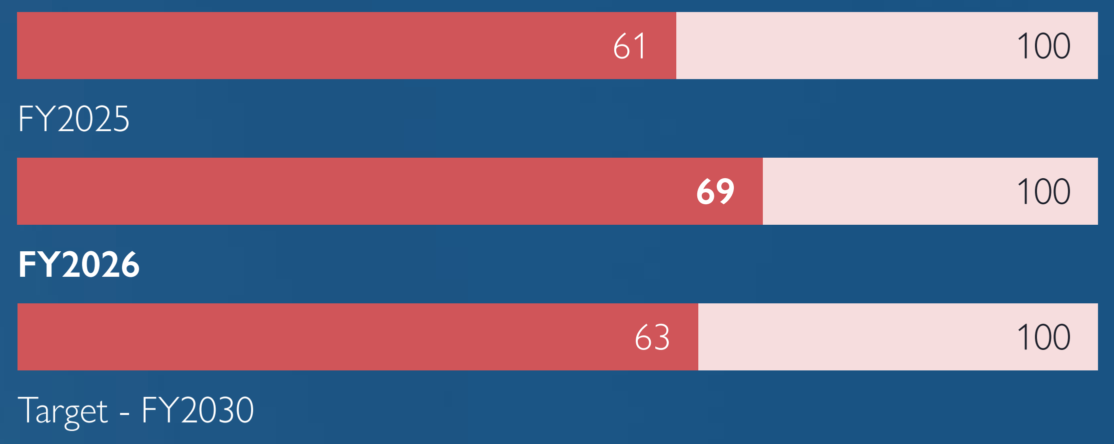
In addition, some brands have specific targets on human rights in the supply chain. For example, Sol de Janeiro successfully reached its target of ensuring 100% of the natural mica used in their formulation is purchased from suppliers that are active and engaged members of the Responsible Mica Initiative (RMI) by FY2026.

GROUP TIER ONE SUPPLIER LOCATIONS FOR ALL BRANDS



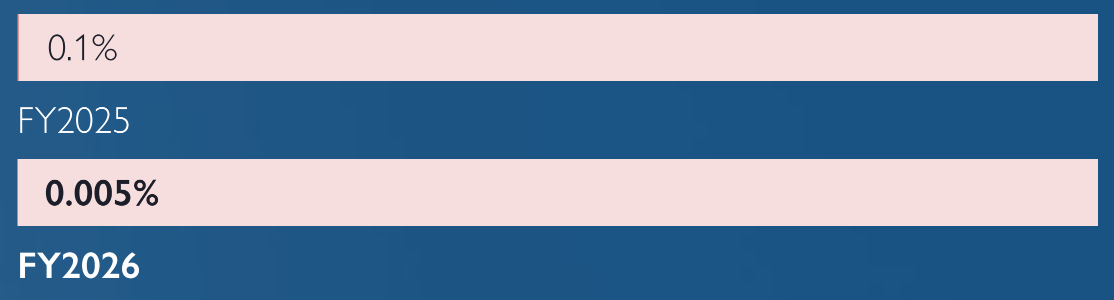
COVERAGE OF DIRECT SUPPLIERS ASSESSED ON ECOVADIS

DIRECT SUPPLIERS SUSTAINABILITY PERFORMANCE AVERAGE



EcoVadis performance is also monitored at French manufacturing sites, and in FY2026 it was 76.

SUPPLIERS AT RISK[1]



S4
CONSUMERS AND END-USERS

L'OCCITANE Group is committed to ensuring safety, transparency, and respect for its consumers and end-users, placing their well-being and trust at the core of its product responsibility practices.

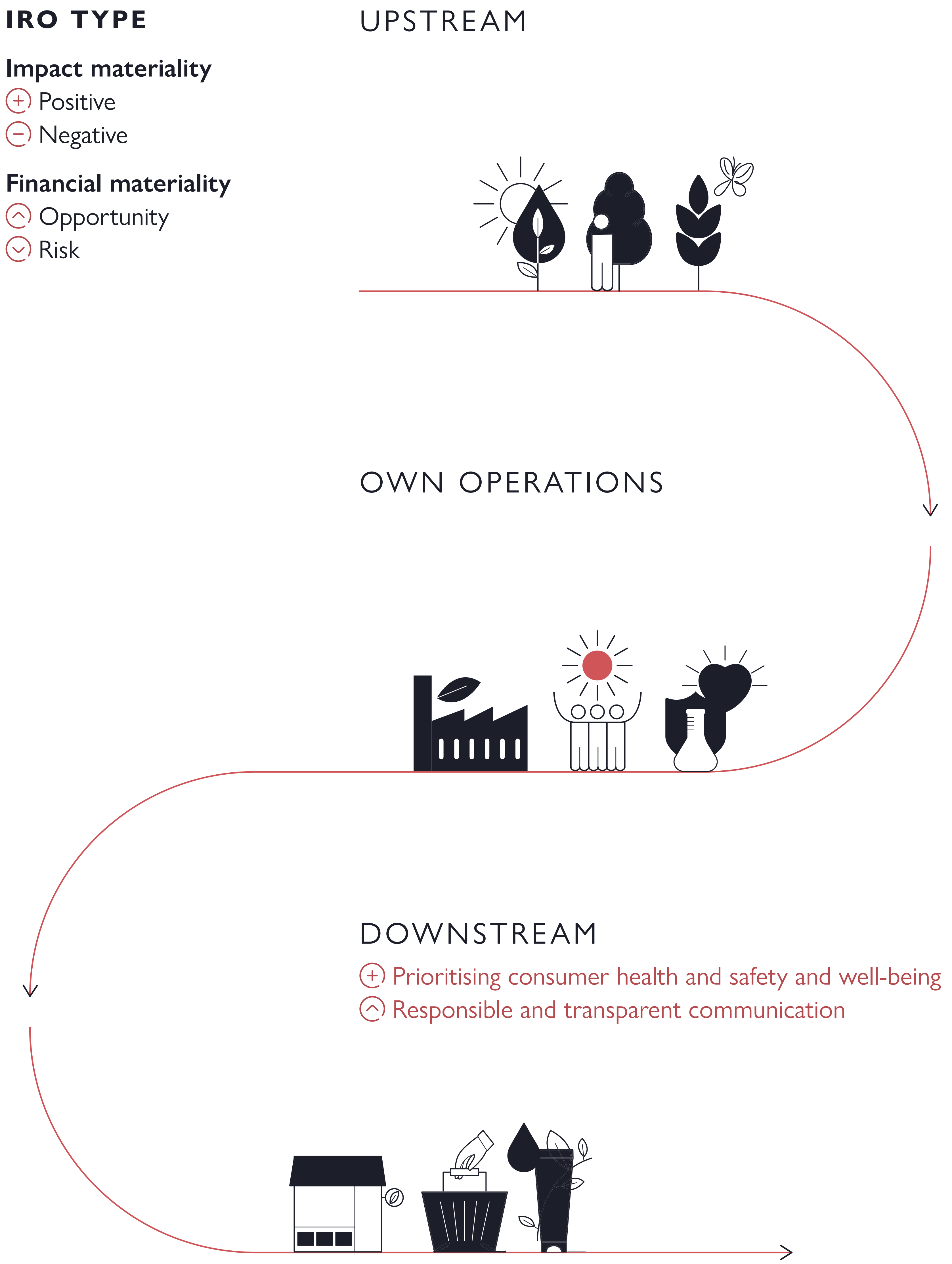
To support this, structured quality management systems are in place, alongside measures to ensure accurate, accessible product information and adherence to responsible marketing principles. The Group seeks to address all consumer concerns with the objective of meeting and, where possible, exceeding expectations.

IMPACTS, RISKS AND OPPORTUNITIES

IRO TYPE

Impact materiality
- (+) Positive
- (−) Negative

Financial materiality
- Opportunity
- Risk



SBM-3
MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

L'OCCITANE Group is dedicated to creating, developing and selling beauty and well-being products which are respectful of people and nature. The Group is committed to upholding the highest standards of business responsibility and seeks to offer products and services that exceed customer expectations.

In this respect, L'OCCITANE Group has identified two material IROs related to consumers and end-users.

Opportunity related to responsible and transparent communication

Responsible and transparent communication on topics such as sustainability commitments and actions, or product claims and information, represents an opportunity for L'OCCITANE Group to help consumers make more informed and responsible choices. This reinforces consumer confidence, drives loyalty, strengthens brand image and supports increased net revenues.

Positive impact of prioritising consumer health, safety and well-being

L'OCCITANE Group prioritises consumer health, safety, and well-being by offering high-quality wellness cosmetic treatments. Each product is formulated to meet rigorous quality and safety standards, ensuring a positive and reliable experience that supports personal care and builds consumer confidence.

MANAGEMENT OF IMPACTS, RISKS AND OPPORTUNITIES

S4-1
POLICIES

In line with the principles of the Code of Business Conduct and the Human Rights Policy, L'OCCITANE Group is dedicated to respecting consumers' rights to health and safety, as well as access to transparent information. A suite of formal policies further supports this commitment.

Group Product Quality Policies

The Group Quality Policy seeks to constantly improve the quality and efficacy of products to exceed customers' expectations, without compromising on consumer safety.

L'OCCITANE Group uses a proactive monitoring system to track regulatory changes in all countries where it has a trading entity. The Group conducts quality inspections at every step of the product development process, from the receipt of raw and packaging materials, through product formulation and manufacturing, to the finished products. This ensures all Group products respect the safety regulations in force in every country where they are sold.

The following principles guide the Group's product quality approach:

1. Anticipate quality regulations and promote best practices.

2. Listen to customers in-store and online, collect and analyse data and act boldly upon opportunities.

3. Prevent and manage risks to product quality throughout a product's life cycle through targeted and effective actions.

4. Foster a culture of quality across the organisation by training and engaging Group employees and other relevant parties.

5. Continuously improve quality management by setting objectives, measuring performance and communicating results to define steps for further progress.

In addition to the quality policy, the Group and its brands ensure the health and safety of products through several Formulation Charters. These charters prohibit certain raw materials considered dangerous for human health or the environment. For more details, see chapter E2.

The Group participates in cosmetovigilance, a regulatory requirement under Article 23 of both UK and EU Cosmetics Regulations. This involves identifying potential health risks and, where necessary, implementing corrective measures to enhance product safety. In addition, the Group has a product recall system, which guarantees traceability throughout the distribution chain and a worldwide recall process covering all brands and commercial channels (e.g., retail stores, websites, and distributors).

Responsible Marketing Policies

The Group and its brands are committed to honesty and transparency in all marketing activities. To support this, L'OCCITANE Group's Communications team have set up a responsible marketing policy for all Group communications. In addition, some of the Group's brands, including L'Occitane en Provence, L'Occitane au Brésil and ELEMIS, have developed their own dedicated Responsible Marketing Policy that applies to brand marketing, digital, communications and PR departments, and extends to external media partners supporting these activities. These policies align with European and international frameworks, as relevant, such as Cosmetics Europe's guidance on cosmetic product claims and advertising and the ICC Code of Advertising and Marketing Communication Practice, and are designed to promote socially responsible practices aligned with the Group's values.

S4-2 / S4-3
ENGAGING WITH CONSUMERS

L'OCCITANE Group acknowledges its responsibility to engage with consumers in an ethical, transparent and honest way.

Consumer and end-user satisfaction and engagement are top priorities for the Group, which values all feedback on its products and brand experiences, whether online or in stores. As part of its satisfaction measurement, several of the Group's brands use the Net Promoter Score (NPS), a market research metric that asks respondents to rate the likelihood of recommending a company, product, or service, to a friend or colleague. In FY2026, L'Occitane en Provence recorded an NPS of 70 points, reflecting continued consumer satisfaction and loyalty.

On the Group's e-commerce websites, consumers can share feedback on products and contact their local customer care line for questions or complaints. Since FY2022, the Group's main markets have used digital tools to collect and analyse product and experience reviews from website and marketplace platforms worldwide. This helps refine customer engagement strategies, in combination with feedback the brands receive via social media channels.

Social media listening, customer data analysis, interviews with beauty advisors, trend analysis, focus groups, customer service, questionnaires, and a dedicated formulation test centre are all used to better understand and respond to customer and end-user needs.

In terms of sustainability, the Group engages through marketing communications, in stores, and at branded pop-up experiences to encourage consumers to recycle products or choose eco-responsible options. In addition, the Group conducts qualitative and quantitative interviews with internal and external stakeholders as part of its double materiality assessment, ensuring the views of customers and end-users are considered on material issues.

ELEMIS x The Great British Beauty Clean Up

Waste is a major impact of the beauty industry and The Great British Beauty Clean Up campaign, created by the British Beauty Council's Sustainable Beauty Coalition in the UK, is set to tackle it. This collective action campaign calls on brands, businesses and individuals to improve how they deal with our beauty empties. During FY2026, ELEMIS' second year of participation in the initiative, ELEMIS created their own consumer facing campaign to raise awareness of recycling practices. The campaign explained what can be recycled at kerbside in people's homes, whilst introducing more take back points in their own stores, incentivising consumers to bring back hard to recycle packaging. Participation in this initiative demonstrates how ELEMIS promotes sustainable consumption and strengthens consumer awareness through practical and educational campaigns.

Sol de Janeiro Foundation's Consumer Education Centre

Sol de Janeiro Foundation's aim is to contribute to the regeneration of the environment and enable new generations of women to live confidently worldwide. A highlight for 2026 was the launch of the Foundation's website, which includes a robust education centre for consumers. In line with its purpose, the education content covers critical environmental and social topics, such as biodiversity and selected issues affecting women and girls worldwide.

S4-4
ACTIONS AND RESOURCES

In FY2026, L'OCCITANE Group reinforced its commitment to consumer well-being by continuing to prioritise the quality and safety of its products and by strengthening its responsible communication and data management approaches.

Product quality and safety

Regulatory compliance in cosmetovigilance remains a top priority. Several key actions were taken during the year:

- Sol de Janeiro successfully onboarded both domestic and international Adverse Event Management agencies to ensure rigorous documentation and reporting of incidents and developed internal procedures for enhanced management of quality and safety complaints.
- L'Occitane au Brésil achieved ISO 9000 certification on quality management, showing progress towards consumer safety responsibility.
- L'Occitane en Provence took steps to further strengthen its approach to product responsibility and the EU General Product Safety Regulation (GPSR). Training sessions were conducted with partners in various countries throughout the year to ensure the brand's product responsibility processes are properly understood and implemented locally. The brand continues to roll out these trainings in new markets.

Responsible communications

L'OCCITANE Group also continued to strengthen its efforts around responsible and transparent communication to ensure consumers are equipped with clear and relevant information.

- L'Occitane en Provence updated its Responsible Marketing Policy to reflect its evolving commitments and meet the expectations of an increasingly informed and values-driven customer base (see S4-1). Similarly, during FY2026, ELEMIS and L'Occitane au Brésil developed their own respective policies.
- In parallel, over the last year, Sol de Janeiro's sustainability and regulatory teams worked on advancing provisions regarding sustainability claims and practices to avoid greenwashing. The updated policy is expected to be rolled out in FY2027.

Managing customer data

All Group brands undergo regular training on personal data protection, led by the Group's Data Protection Officer.

Over the past year, Vranjes Firenze conducted General Data Protection Regulation (GDPR) training for all employees that work with sensitive customer information. The training was led by Vranjes Firenze's Data Protection Officer and a team of external experts.

B Corp Beauty Coalition

L'OCCITANE Group deepened its presence in the B Corp Beauty Coalition in 2025, with L'Occitane en Provence officially joining the growing community of more than 90 Certified B Corp™ beauty brands driving systemic change through collaboration, policy advocacy and shared best practices. As a long-standing member, ELEMIS has played an active role in shaping the coalition's impact. In 2025, as the EU sustainability claims landscape began to crystallise, ELEMIS worked alongside regulatory experts, through content input and co-facilitation, to deliver a key community update for B Corp beauty brands operating in the EU. This effort brought clarity to emerging requirements and provided direction across the sector.

TARGETS AND METRICS

The Group actively monitors and analyses key consumer indicators – including the number of complaints, Net Promoter Score (NPS), customer reviews, and loyalty metrics – across various channels.

L'OCCITANE Group has a rolling target of zero products sold or shipped subject to recalls for safety and health reasons. In addition, all brands monitor consumers' complaints and have established specific targets related to the number of complaints or the time taken to process them.

At Group level, no products sold or shipped were subject to recall due to safety or health concerns.

TOTAL PRODUCTS SOLD OR SHIPPED SUBJECT TO RECALLS FOR SAFETY AND HEALTH REASONS

0%

GOVERNANCE

G1 BUSINESS CONDUCT

L'OCCITANE Group is proud of its strong culture and business conduct, which, together with a shared commitment to nature, are guided by four core values: entrepreneurship, team spirit, leading by example, and authenticity. These values guide the Group's ways of working and provide ongoing direction for employees.

L'OCCITANE Group values:

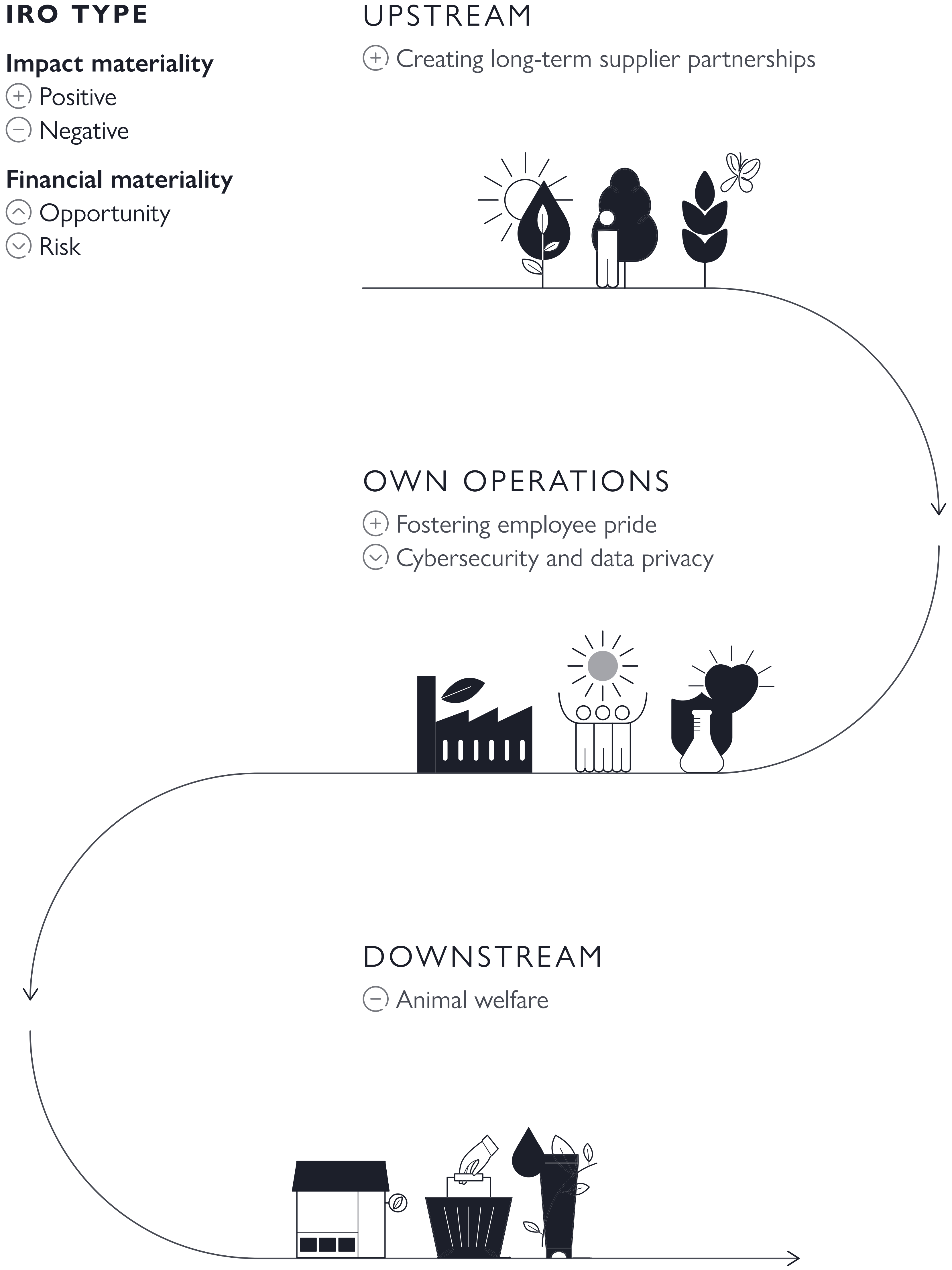
- **Entrepreneurship:** Giving meaning to work, taking initiative and calculated risks and adapting within an ever-changing environment.
- **Team spirit:** Cooperate and collaborate with others, achieving common objectives and working autonomously within a framework.
- **Leading by example:** Acting as you would expect others to, holding yourself accountable and setting high standards for yourself to positively influence others.
- **Authenticity:** Being humble, genuine and transparent in communication.

IMPACTS, RISKS AND OPPORTUNITIES

IRO TYPE

Impact materiality
(+) Positive
(−) Negative

Financial materiality
(^) Opportunity
(v) Risk



IRO-1
MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

L'OCCITANE Group has an effective corporate governance framework that ensures transparency, establishes clear rules and controls, and provides strategic guidance. It aligns the interests of shareholders, directors, management and employees, serving as a foundation for delivering the Group's sustainability objectives.

The Group's double materiality assessment identified four material governance-related impacts and risks, described below.

Positive impact of creating long-term supplier partnerships

Through strategic partnerships, L'OCCITANE Group fosters sustainability innovation, supports fair payment practices, and enables pre-funding for certain ingredients, contributing to positive impacts in its upstream value chain.

Positive impact of fostering employee pride

L'OCCITANE Group believes that fostering a strong sense of pride among employees by maintaining high standards of social and environmental responsibility has an actual positive impact within its own operations.

Risk related to cybersecurity and data privacy

Due to its broad geographical presence, L'OCCITANE Group is exposed to a diverse and evolving set of cybersecurity standards and data protection regulations. In that context L'OCCITANE Group continues to make significant investments to align with applicable requirements, while also facing ongoing and increasing risks of cyberattacks and data breaches that could disrupt operations and erode customer trust.

Negative impact on animal welfare

Despite L'OCCITANE Group's long-standing commitment to cruelty-free practices, the sale of products in countries with mandatory animal testing requirements, such as China, may present a potential negative impact on animal welfare.

GOV-1
GOVERNANCE BODIES

The Board of Directors is the highest governing body overseeing the Group's ESG strategy and performance. Due to organisational changes in FY2026, the Group is reviewing its sustainability governance framework, including the potential establishment of a new Sustainability Committee. During this period, sustainability risks, impacts and opportunities continue to be overseen by the Group Sustainability team, as well as by the Audit Committee and Internal Audit team.

Together, they apply the insights acquired through a robust stakeholder engagement process, an annual materiality matrix review and their own expertise, to set ambitions and targets for the Group. The Audit Committee and Internal Audit Department provide independent oversight through their review of risk management processes.

Board of Directors

The L'OCCITANE Group is majority owned by Chairman and CEO, Reinold Geiger and his family, reflecting the Group's commitment to a long-term vision and sustainable growth. The Board of Directors, together with Board Observers, consisting of family members and key representatives from the Group's management and financial partners, define the overall strategic direction of the Group.

Executive Committee

The Executive Committee (ExCo) implements the strategy defined by the Board of Directors and works with the Group's brand and function leaders to provide strategic guidance and ensure alignment across the Group. All brands, Group business units and function leaders report to the ExCo, ensuring a unified vision and direction.

Brand Leadership

Reflecting the Group's entrepreneurial culture, brand leadership teams are empowered to define strategy, shape creative vision and lead execution within a common Group framework to ensure alignment, collaboration and long-term value creation.

G1-1 / G1-2 BUSINESS CONDUCT POLICIES AND CORPORATE CULTURE

Group Code of Business Conduct and Human Rights Policy

L'OCCITANE Group's Code of Business Conduct serves as a foundational framework that guides the ethical, social, and environmental responsibilities of all employees and partners. Rooted in the Group's mission to positively impact people and regenerate nature, the Code emphasises the Group's core values: entrepreneurship, team spirit, leading by example and authenticity.

The Code aligns with international standards, including the UN Global Compact's Ten Principles, and outlines commitments to human rights, fair labour practices, environmental stewardship, and anti-corruption measures. By fostering a culture of integrity and accountability, the Code ensures that all stakeholders uphold the highest standards of conduct in their daily activities. The Code, which is signed by suppliers, also plays a key role in managing supplier relationships, supported by the Responsible Procurement Policy.

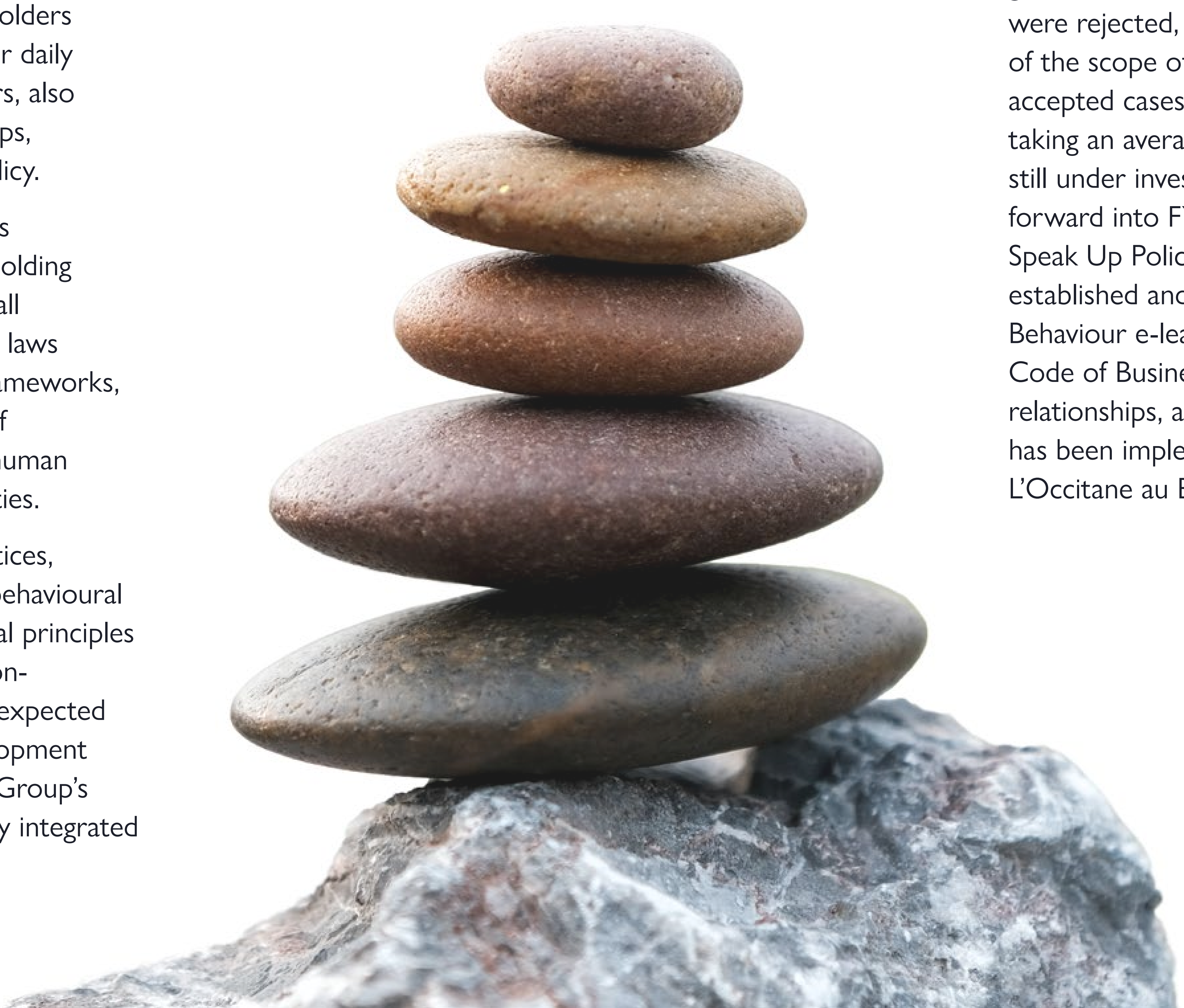
Complementing this, the Group's Human Rights Policy further strengthens its dedication to upholding internationally recognised human rights across all operations. It ensures compliance with national laws while also embracing voluntary international frameworks, reinforcing the principles set out in the Code of Business Conduct and embedding respect for human dignity at the heart of the Group's global activities.

To further embed its values into everyday practices, L'Occitane en Provence has deployed a global behavioural model designed to translate the Group's cultural principles into concrete leadership behaviours and decision-making. The model defines the key behaviours expected across the organisation and supports the development of a shared leadership culture aligned with the Group's purpose and ethical standards. It is progressively integrated into leadership development programmes and talent management processes, reinforcing a consistent mindset and ways of working across all levels of the organisation.

Overall, the approach of L'OCCITANE Group is to remain vigilant to issues across its complex value chain, applying the following principles:

- Ensure the high quality and safety of all the Group's products, protecting the health and safety of consumers and employees across the value chain.
- Provide respectful working conditions.
- Conduct all activities ethically, and with integrity.
- Act responsibly to protect the environment.

More details on these policies and others related to business conduct, workers and suppliers can be found in the sections of Own workforce S1 and Workers in the value chain S2.



Group Speak Up Policy

L'OCCITANE Group has a Speak Up Policy and whistleblowing channel, providing all employees and external stakeholders access to a confidential, secure, and anonymous platform – available 24/7 in over 70 languages – to raise concerns related to human rights, labour issues, legal or regulatory violations, or breaches of the Group's Code of Business Conduct or other Group policies and procedures. Reports submitted through this independent third-party system trigger a structured response process, including potential investigations and corrective actions. A documented internal procedure guides the assessment of each report's credibility. The Internal Audit team manages the process, establishing timelines and maintaining a full audit trail of complaints and resolutions.

In FY2026, the Group received a total of 159 Speak Up grievances. These were primarily regarding concerns related to human resources areas. Of the total grievances, 131 were accepted for investigation and 28 were rejected, primarily relating to cases falling outside of the scope of the Speak Up framework. Among the accepted cases, 122 were completed, with the process taking an average of 31 days, while the remainder were still under investigation at year-end and will be carried forward into FY2027. Employee engagement with the Speak Up Policy is a crucial component. The Group has established and is gradually rolling out a Responsible Behaviour e-learning programme covering the Group's Code of Business Conduct, guidance on ethical business relationships, and the Speak Up policy. The programme has been implemented with L'Occitane en Provence, L'Occitane au Brésil, ERBORIAN and MELVITA employees.

Group Responsible Lobbying Charter

In FY2026, L'OCCITANE Group published its Responsible Lobbying Charter, which sets out the principles and governance framework guiding the Group's interactions with public institutions, trade associations and NGOs.

The Group's advocacy activities are focused on topics where collective action can contribute to positive environmental and social outcomes. These include, in particular, the transition to nature-positive business models, responsible practices in the beauty and cosmetics sector (including waste reduction and circularity), water-wise consumption and production, social equity and decent work, and mental health and well-being.

In FY2026, 2 full-time equivalent (FTE) employees were involved in advocacy-related activities as part of their broader roles and responsibilities. In line with its commitment to transparency, L'OCCITANE Group is registered in the European Union Transparency Register, which provides publicly available information on the organisation's representation activities and governance arrangements. Further details can be found at: Transparency Register – European Union.

Group Tax Policy

In FY2026, L'OCCITANE Group published its Tax Policy on its corporate website, which sets out the Group's tax strategy, roles and responsibilities, governance processes, risk management approach and shareholder engagement on tax matters. The Group considers tax as part of its long-term value creation and responsible business practices. The Group acts as a responsible global tax citizen and is committed to complying with all applicable tax laws and regulations in the jurisdictions in which it operates, while conducting its tax affairs with integrity and transparency.

REMUNERATION LINKED TO SUSTAINABILITY PERFORMANCE

The Group's headquarters and most subsidiaries reward office employees and executive members for sustainability performance through a Corporate Incentive Plan (CIP). Launched in 2022, the sustainability component of annual bonuses was originally aligned with B Corp™ scores across the five impact areas. With the introduction of the new B Corp standards, the FY2026 CIP was updated so that its sustainability targets focused on achieving the new 'Year 0' requirements set out in the revised B Corp framework.

To support this process, annual internal audits of the implementation of the B Corp framework are conducted globally.

PROTECTING PERSONAL DATA AND CYBERSECURITY

The Group Privacy Policy outlines the data protection principles and framework that govern how individuals' personal data should be processed. These individuals include the Group's clients and prospective clients, digital users, employees, staff, contractors and employment candidates. All directors, managers, employees, or contractors within or working with the Group must adhere to the principles outlined in the Policy, which is reviewed and updated on a regular basis.

The Global Privacy Committee, which meets regularly, is responsible for overseeing overall compliance with data protection regulations. Regular training, awareness initiatives, and compliance assessments are conducted under the supervision of the Group's Data Protection Officer to ensure an appropriate level of awareness of the applicable data protection requirements across the Group.

For any privacy-related questions or requests, employees, consumers and end-users can raise them via a dedicated data privacy e-mail address. Such address is made available on each brand's website under the Privacy Policy section and in the privacy policies for employees and candidates, which are reviewed and updated on a regular basis.

In recognition of the growing importance of data protection, L'OCCITANE Group has conducted and continues to maintain an impactful privacy awareness programme. This programme includes privacy training, awareness sessions, tests and exercises, e-learning modules, guidelines, quizzes, and a series of internal educational videos.

PROTECTING ANIMAL WELFARE

L'OCCITANE Group has been against the use of animals to test beauty products since its founding. The Group does not test its products, active ingredients or raw materials on animals at any stage of product development or manufacturing. It also requires all its suppliers to adhere to a strict charter and prove that they fully respect the same rigorous standards.

In China, where the Group's brands are also sold, certain imported beauty products must be submitted for compulsory one-off testing on a limited animal panel in government laboratories before they can be approved for sale in the country. These regulatory requirements apply to specific functional cosmetic products.

Since the introduction of the Cosmetic Supervision and Administration Regulation (CSAR) on 1 January 2021, China has progressively expanded exemptions from mandatory animal testing for cosmetics – initially for imported general products under strict conditions – while recent reforms and draft proposals signal a continued shift towards broader exemptions, reflecting alignment with international standards and a potential pathway to full elimination.

The L'OCCITANE Group actively leverages the existing exemption pathways wherever possible and continues to support collaborative, industry-wide efforts to accelerate the full elimination of animal testing for cosmetics globally. This includes its ongoing partnerships with the Institute for In Vitro Sciences (IIVS) and Cosmetics Europe, as well as direct engagement with regulatory stakeholders.

GIVING BACK

PHILANTHROPY

The Group and its brands continue to support worthwhile causes through funding, in-kind contributions and employee volunteering. All philanthropic contributions are guided by the Group's Global Philanthropy Policy to ensure strategic impact and effectiveness.

Following an exceptional FY2025, which included a significant one-off contribution associated with the launch of a new foundation, philanthropic investments in FY2026 returned to a more typical level. Total contributions amounted to €9 million, representing 0.3% of Group revenue.

While financial donations decreased compared with the prior year's exceptional level, the Group maintained strong support for charitable initiatives through a balanced combination of €5.98 million in financial donations, €2.45 million in in-kind contributions and €0.53 million in volunteering contributions.

Notably, in-kind donations increased by 29% year on year, reflecting the continued engagement of the Group and its brands in supporting communities through both financial and non-financial resources.

Overall, FY2026 reflects a sustained commitment to creating positive social impact across the Group's brands and markets, following the normalisation of philanthropic investments after an exceptional year.

FY2026 PHILANTHROPIC INVESTMENTS

TOTAL

€8,961,000

which represents 0.3% of Group revenue

FY2024	€ 6,211,000
FY2025	€ 12,439,000[1]
FY2026	**€ 8,961,000**

FINANCIAL DONATIONS

€5,980,000

FY2024	€ 4,798,000
FY2025	€ 9,892,000
FY2026	**€ 5,980,000**

IN-KIND DONATIONS

€2,448,000

FY2024	€ 1,031,000
FY2025	€ 1,902,000
FY2026	**€ 2,448,000**

VOLUNTEERING DONATIONS

€533,000

(total hours multiplied by average salary cost)

FY2024	€ 382,000
FY2025	€ 645,000
FY2026	**€ 533,000**

CHARITABLE DONATIONS % OF NET REVENUE

FY2024	0.24%
FY2025	0.44%
FY2026	**0.34%**

1 *FY2025 included a one-off initial contribution related to the establishment of a new foundation.*

L'OCCITANE EN PROVENCE

Since its creation in 1976, L'Occitane en Provence has always given back – to nature and to its communities. In FY2026, as the 20th anniversary of its philanthropic work approached, the Maison took time to reflect. This year marked a turning point, with a robust independent impact assessment clarifying the effectiveness of the company's philanthropic model and identifying key levers to amplify future impact.

A STRONG FOCUS ON IMPACT MEASUREMENT

In FY2026, L'Occitane en Provence conducted a comprehensive impact assessment with French consultancy firm Kimso to review nearly two decades of philanthropic engagement. The findings highlight a significant, multidimensional contribution to partner organisations.

The assessment shows that 81% of supported nonprofits were able to initiate or accelerate new projects thanks to L'Occitane en Provence's support, with 94% now reaching a larger number of beneficiaries. It also points to substantial organisational strengthening: 74% of nonprofits adopted a more systemic and integrated approach to their work, many strengthened their financial resilience through multiyear support, and more than half acquired new skills through the partnership. In addition, 80% of nonprofits increased their visibility, which enhanced both their reputation and fundraising potential.

The assessment also highlights areas for improvement, including stronger activation of non-financial support, a move beyond predominantly project-based funding, and broader networking opportunities between nonprofits and funders.

An overall satisfaction score of 8.81/10 reflects a relationship with L'Occitane en Provence that is grounded in trust, responsiveness, and long-term commitment.

These insights are now informing strategic planning for the next philanthropic cycle, which will be unveiled in FY2027.

PERCENTAGE OF SUPPORTED NONPROFITS THAT INITIATED OR ACCELERATED NEW PROJECTS THANKS TO L'OCCITANE EN PROVENCE'S SUPPORT

81%

PERCENTAGE OF PARTNERS THAT REPORTED ADOPTING A MORE SYSTEMIC, INTEGRATED APPROACH TO THEIR WORK THANKS TO L'OCCITANE EN PROVENCE

74%

MAINTAINING MEANINGFUL PARTNERSHIPS

In parallel to the impact assessment, both the L'Occitane en Provence Fund and L'Occitane en Provence's subsidiaries maintained partnerships with nonprofits dedicated to sight, women's empowerment, and biodiversity preservation.

In FY2026, 11 subsidiaries funded 30 projects to support their communities:

- Since FY2021, the Fred Hollows Foundation (FHF) has been a partner of L'Occitane en Provence Australia. In Central Australia, together with its partner, Alice Springs Hospital, FHF works to improve services for Aboriginal and Torres Strait Islander peoples through enhanced coordination, outreach programmes, and culturally appropriate care, promoting health equity and quality of life. Thanks to this collaboration, nearly 1,000 people have received eye care services over the past three years, including 390 people in 2026.
- Since FY2020, L'Occitane en Provence Ireland has supported Hometree in restoring Ireland's native woodlands and protecting its temperate rainforests. Through the Wild Atlantic Rainforest Project, the restoration project covers 4,000 acres and includes natural regeneration, tree planting, and habitat conservation. This contributes to biodiversity enhancement, climate resilience, and sustainable land use, while securing land under long-term charitable trust ownership. To date, 40.8 acres have been regenerated, including 1.2 acres in FY2026.
- Since FY2024, the L'Occitane en Provence production site in Manosque has been a primary corporate partner and official supporter of 'Le Passage des Entrepreneuses', in Aix-en-Provence. This co-working space and business incubator was created and is operated by French NGO Adie (Association pour le droit à l'initiative économique) to support women's entrepreneurship. As part of this partnership, the entrepreneurs supported by Adie have been welcomed at the production site, where they discuss topics such as collective intelligence, engagement, and solidarity. For FY2026, Adie supported nearly 300 women through workshops, which represents a twofold increase compared to FY2025.

L'OCCITANE EN PROVENCE'S PHILANTHROPIC ACTIVITIES FOR FY2026 TOTALLED

€5,924,000

ELEMIS

ELEMIS products are rooted in the beauty and power of nature – so we have made commitments to protect land and ocean ecosystems, and the people we work with. We aim to take positive action on climate change and create opportunity and belonging for the people we work with. There is always more to do – but being a certified B Corporation® holds us accountable to our promise.

Our work is guided by a materiality assessment that helps us identify the areas where we can have the biggest impact across environment, people and governance. From this, we focus on three key priorities: nature, climate and people.

In FY2026, ELEMIS collaborated with Look Good Feel Better, supporting people affected by cancer in the UK. Look Good Feel Better delivers free workshops led by trained volunteers from the beauty and wellbeing industries, helping participants manage the physical and emotional side effects of cancer treatment. During Breast Cancer Awareness Month, ELEMIS launched a dedicated online promotion, resulting in a £30,000 donation to Look Good Feel Better. ELEMIS teams also raised over £5,000 through seasonal sales and raffles.

As patrons of The King's Trust, ELEMIS expanded its work experience programme and volunteering activity through mentoring, mock interviews, entrepreneurship sessions, and participation in the Envirobility programme. ELEMIS also sponsored the Trust's 'Seeding Success' Chelsea Flower Show Garden. This has since been permanently relocated to Uxbridge College, UK, a partner institution of The King's Trust, where it now serves as a sustainable learning space for students.

ELEMIS' PHILANTHROPIC ACTIVITIES FOR FY2026 TOTALLED

€333,000

ELEMIS has also continued its support for charities that address hygiene poverty. ELEMIS reached nearly 1,000 UK and US nonprofit organisations through product donations delivered via In Kind Direct, and other charitable partners. ELEMIS employees also volunteered with Beauty Banks to help distribute essential hygiene products and sponsored the charity's electric van in London to support local delivery.

Through its partnership with the Marine Conservation Society, a leading UK ocean charity, ELEMIS employees joined a shoreline cleanup collecting litter, which comprised 61% plastic or polystyrene waste.

During the Christmas period, ELEMIS supported local communities around its UK head office in London that were experiencing hardship. Support included the provision of food parcels, essential items and wellbeing gifts through local partners, including St Mary's Social Supermarket, Home-Start, and the Marylebone Project.

The Sustainability Team also delivered climate workshops at Aston Martin Formula 1's 'Make a Mark Day', introducing hundreds of students, including twenty from The King's Trust, to STEM and technology career pathways during a two-day immersive learning programme.

SOL DE JANEIRO

Sol de Janeiro exists to ignite endless self-celebration and connection through the warmth of the Brazilian spirit. This same energy fuels its philanthropic mission: To empower new generations of women with bold confidence and to champion the protection and regeneration of nature, with a special focus on Brazil – one of the most biodiverse places in the world.

In FY2026, Sol de Janeiro continued to scale the impact of the Sol de Janeiro Foundation, building on its inaugural year with deeper investments, expanded partnerships, and progress toward long-term change. Through multiyear partnerships with trusted nonprofit organisations that promote community-led solutions, the Foundation invested across its two core pillars: Biodiversity Conservation and the New Generation of Women.

BIODIVERSITY CONSERVATION

In FY2026, the Foundation strengthened its biodiversity portfolio with initiatives designed to keep forests standing and communities thriving across Brazil. A core priority was advancing Indigenous-led solutions that help to safeguard ancestral lands and reinforce community-based forest management. Together with Rainforest Foundation US and FFORA, the Foundation supported enhanced forest monitoring systems, which help to prevent illegal deforestation. It also provided catalytic funding to pilot regenerative, Indigenous-led bioeconomy models, which generate sustainable livelihoods rooted in traditional knowledge.

Complementing the above, the Foundation also provided grants to Rainforest Trust and RESOLVE NGO to further conservation efforts in the Amazon Rainforest, helping to safeguard globally significant biodiversity sites and key carbon reserves.

THE NEW GENERATION OF WOMEN

As part of its commitment to uplift new generations of women, the Sol de Janeiro Foundation launched a new partnership with WaterAid to improve access to clean water, sanitation, and hygiene (WASH) services in schools and healthcare facilities across Africa and South Asia. By addressing challenges that disproportionately affect women and girls, this work supports better health, educational outcomes, and long-term opportunities. The partnership reflects the Foundation's commitment to advancing gender equity and creating the conditions for girls to thrive with dignity, confidence, and independence.

HANDS-ON VOLUNTEERING

In FY2026, Sol de Janeiro employees showed their commitment to community through hands-on volunteering. From NYC, where employees revitalised Highbridge Park and packed meals with City Harvest, to mentoring adolescent girls in partnership with Inspiring Girls in London, or supporting food drives in Paris, the Sol de Janeiro teams embody a shared spirit of care and responsibility.

SOL DE JANEIRO'S PHILANTHROPIC ACTIVITIES FOR FY2026 TOTALLED

€1,797,000

erborian
KOREAN SKIN THERAPY

ERBORIAN is driven by a clear mission: to leverage the power of Korean skincare to boost skin and self-esteem. This belief underpins the brand's approach to self-care and reflects its conviction that feeling comfortable in one's own skin plays an important role in overall wellbeing.

This commitment is embedded within ERBORIAN's brand identity and was formalised through the launch of the ERBORIAN Self-Esteem Club in FY2024. In FY2026, ERBORIAN continued to translate this mission into action by allocating 1% of the global revenue from ERBORIAN products recorded by the L'Occitane Group in the previous fiscal year (FY2025) to partner organisations of its ERBORIAN SELF-ESTEEM CLUB project, with this percentage to be distributed among said organisations. These funds were distributed among selected charities supporting causes linked to self-esteem, such as mental health, anti-harassment initiatives, and professional reintegration.

LONG-TERM PARTNERSHIPS WITH PURPOSE

Aligned with ERBORIAN's commitment to long-term collaboration, the brand renewed its partnerships in FY2026 with: PSSM (Mental Health First Aid) France, Mental Health First Aid (MHFA) USA, Mind, Force Femmes, and Respect Zone. In addition to financial contributions, ERBORIAN worked closely with these partners on a range of mission-aligned initiatives, including:

MHFA USA

- ERBORIAN attended the 2025 MHFA Annual Summit and received the Mental Health First Aid Partner of the Year award, which recognises a strategic partner that has championed Mental Health First Aid and supported the growth of the programme.

PSSM France

- PSSM France received the Francophone Health Podcast Award for its Learning to Help podcast – supported by an ERBORIAN donation – with all episodes recorded at ERBORIAN's Paris offices. Looking ahead, ERBORIAN and PSSM France will create a series of new podcast episodes.
- ERBORIAN continued to support the deployment of Mental Health First Aid training across the organisation. Three two-day training sessions were delivered for employees based in France, bringing the total number of ERBORIAN employees trained worldwide to 114.

Force Femmes

- ERBORIAN sponsored two Motivated for Employment programmes in Paris and Lille. ERBORIAN employees delivered workshops to support participants in their job search and helped strengthen their self-esteem.
- ERBORIAN hosted a full-day event at its Paris office for 18 women aged over 45, including entrepreneurs and job seekers. Delivered by ERBORIAN employees, the programme brought together self-esteem activities, beauty preparation, résumé photography, and professional workshops in support of career re-engagement.

CELEBRATING SELF-ESTEEM WITH THE COMMUNITY

In FY2026, ERBORIAN continued to expand its self-esteem activities, bringing its community together, and supporting personal confidence and self-expression.

Self-Esteem Drama Club

Hosted at Cours Florent, 15 community members experienced an immersive theatre workshop led by a professional acting coach, with participants exploring self-expression, body awareness, and confidence.

Self-Esteem Club (Third edition)

The 3rd edition of the Self-Esteem Club, delivered in partnership with NYLON France, included an exclusive live showcase in Paris during Fashion Week featuring artist Demi Lovato. It also presented a dedicated NYLON print issue focused on self-esteem, featuring an exclusive photoshoot with skincare and makeup by ERBORIAN.

MORE THAN A PROGRAMME — A MOVEMENT

The ERBORIAN Self-Esteem Club is more than a commitment programme – it's a global movement for self-esteem, mental well-being, and self-acceptance. Through meaningful, worldwide initiatives, ERBORIAN proves that beauty isn't just about how you look – it's about how you feel.

VRANJES FIRENZE

In FY2026, Vranjes Firenze maintained its focus on supporting local communities, as it seeks to build on its philanthropic activities in the future.

VRANJES FIRENZE'S PHILANTHROPIC ACTIVITIES FOR FY2026 TOTALLED

€18,000

Vranjes Firenze continued to support Dynamo Camp, a nonprofit organisation which operates recreational holiday camps worldwide designed to host children affected by serious or chronic illnesses free of charge. During the holiday period in 2025, Vranjes Firenze donated €10,000, which supported one family's child with a serious illness and their sibling to access the benefits of the Dynamo Camp experience.

On the opening of Vranjes Firenze's second store in Rome, the brand participated in a Charity Week, donating a portion of sales to a local fundraising initiative. To mark International Women's Day 2026, Vranjes Firenze purchased employee gifts from Telethon, contributing to research into rare genetic diseases. The brand also contributed to a musical charity evening at the Teatro del Silenzio in Tuscany, in support of the Andrea Bocelli Foundation, creating an olfactory setting for the event through Vranjes Firenze's home fragrances, and offering fragrance gifts to guests participating through donations.

In support of Fondazione ANT Italia and Associazione Tumori Toscana, Vranjes Firenze donated products that contributed to fundraising efforts in support of cancer prevention, patient care, and assistance for families. Additional in-kind donations were provided to Associazione "I Medici F3" (Friends for Florence), a nonprofit philanthropic foundation active in Florence that supports community wellbeing, and social and healthcare solidarity projects.

During FY2026, Vranjes Firenze's employees also continued to participate in voluntary blood-donation initiatives.

L'OCCITANE AU BRÉSIL

L'Occitane au Brésil seeks to promote locally driven actions that support the preservation of biodiversity across land and marine environments, while valuing Brazilian culture and local communities.

In FY2026, L'Occitane au Brésil continued to provide support to nonprofits through a combination of employee volunteering, product donations, and financial contributions.

L'Occitane au Brésil held an annual Volunteer Week during which employees supported existing partner organisations. This year the initiative was expanded to include L'Occitane au Brésil's factory operational teams and retail store teams across Brazil. Together the teams spread more than 800 seeds, planted more than 200 trees, renovated a community garden, supported ophthalmologic care for children, and fully renovated a girls' bathroom focusing on feminine hygiene. Over the five-day programme, 170 employees contributed more than 678 volunteering hours to six partner organisations.

L'OCCITANE AU BRÉSIL'S PHILANTHROPIC ACTIVITIES FOR FY2026 TOTALLED

€34,000

APPENDICES

GLOSSARY

A

APAC Asia-Pacific

ASD Action for Sustainable Derivatives

C

CIP Corporate Incentive Plan

CMR Carcinogenic, Mutagenic, and Reprotoxic

COP Conference of the Parties

CSRD Corporate Sustainability Reporting Directive

CTI Circular Transition Indicator

D

DE&I Diversity, equity and inclusion

DMA Double Materiality Assessment

E

EAP Employee Assistance Programme

EMF Ellen MacArthur Foundation

EMEA Europe, Middle East and Africa

ESG Environmental, Social and Governance

ESRS European Sustainability Reporting Standards

ExCo Executive Committee

F

FEBEA La Fédération des Entreprises de la Beauté

FMNR Farmer-managed natural regeneration

FSC Forest Stewardship Council

FTE Full-time equivalents

FY Financial year

G

GHG Greenhouse gas

GOA Girls Opportunity Alliance

I

INCI International Nomenclature of Cosmetic Ingredients

IRO Impacts, risks and opportunities

ISO International Organization for Standardization

IUCN International Union for Conservation of Nature

L

LCA Life Cycle Analysis

LCF3 Livelihoods Carbon Fund 3

LEAP Locate, Evaluate, Assess, Prepare

M

MHFA Mental Health First Aid

N

Net revenue Equivalent to net sales, which is net of value-added tax, returns, rebates and discounts and after eliminating intragroup transactions

NPS Net Promoter Score

O

OECD Organisation for Economic Co-operation and Development

P

PET Polyethylene Terephthalate

R

R&D Research and development

RBI Responsible Beauty Initiative

RE100 Renewable Energy 100%

RSPO Roundtable on Sustainable Palm Oil

S

SBM Strategy and business model

SBT Science-Based Targets

SBTi Science-Based Targets Initiative

SBTN Science-Based Targets for Nature

SVHC Substances of very high concern

T

TCFD Task Force on Climate Related Financial Disclosures

TNFD Taskforce on Nature-related Financial Disclosures

TPT Transition Plan Taskforce

TRASCE TRaceability Alliance for Sustainable CosmEtics

U

UN United Nations

UNGC United Nations Global Compact

W

WBCSD World Business Council for Sustainable Development

ESRS DISCLOSURE REQUIREMENTS CONTENT INDEX

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