



CREATING A
Better World
FOR WOMEN

SUSTAINABILITY REPORT 2026

MARY KAY



03 VISION

04 LEGACY

06 IMPACT

07 ENVIRONMENTAL

30 SOCIAL

52 ECONOMIC

Sustainability at Mary Kay

At the heart of our sustainability efforts are three pillars: environmental, social and economic sustainability. Sustainability is about creating a business model that values and uplifts every individual, especially women, fosters social well-being and ensures economic growth that benefits everyone.

ENVIRONMENTAL



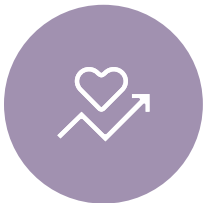
-  Product Stewardship
-  Resource Conservation
-  Water Sustainability

SOCIAL



-  Pink Changing Lives®
-  Women's Empowerment
-  Future of STEM

ECONOMIC



-  Our People
-  Innovation
-  Advocacy

FROM OUR CEO

INSPIRING THE NEXT GENERATION OF BEAUTY

At Mary Kay, beauty has always meant more than what meets the eye. It is a force for confidence, independence and opportunity, a force for good. As a global Company and a brand built on purpose, we believe that how we operate matters just as much as how we grow.

Through our direct-selling model, we help women access entrepreneurial opportunities, foster leadership skills and participate in a supportive global community. This is our legacy and our responsibility.

At the same time, we are accelerating our stewardship efforts to preserve our natural resources. From responsible ingredient sourcing and package engineering to climate-conscious operations, we are taking meaningful steps to reduce our environmental impact while also enhancing product performance and quality. Our investments in beauty tech and high science are helping us unlock smarter, more sustainable solutions now that will help safeguard the future.

This report reflects not only the progress we are making today, but also the future we are shaping for generations to come. We are reimagining what it means to be a beauty leader – advancing innovation, empowering all generations of entrepreneurs with new digital resources and creating enduring value for our Independent Beauty Consultants, their customers and our communities. We are proudly helping to build the sustainable future we believe in.



Ryan Rogers
Chief Executive Officer



2026

Sustainability Timeline

A LEGACY OF SUSTAINABILITY MILESTONES

Since our founding on Sept. 13, 1963, sustainability has been woven into who we are — guided by the Company's mission to enrich women's lives and create lasting value for our Mary Kay Independent Beauty Consultants, their customers, communities and the planet. Over more than six decades, that commitment has taken shape through meaningful milestones that reflect our environmental, social and economic impact. Today, we honor that legacy while continuing to build a more sustainable future for generations to come.

1980 • WOMEN ON THE HILL:

Mary Kay representatives and Independent Beauty Consultants advocate for legislative issues, including mammogram coverage and teen dating violence prevention.

1987 •

WATER AND LAND CONSERVATION:

Mary Kay partners with The Nature Conservancy to support global land and water conservation efforts, a partnership that continues today, with more than 100 projects supported worldwide.

2008 •

MORE THAN LIPSTICK:

Mary Kay introduces Beauty That Counts (later called Pink Changing Lives®), donating more than \$19 million in proceeds from select products to nonprofits enriching women's lives. To date, Mary Kay Inc. and its four Company-sponsored foundations have donated more than \$230 million in monetary and in-kind donations through the Pink Changing Lives® Program. Funds support women's health and well-being, protect the environment, empower women around the world and build strong communities.

• 1986

PIONEERING REFILLABLE MAKEUP:

Mary Kay introduces a refillable compact, with demand so high that it requires ordering limits for Independent Beauty Consultants.

• 1996

LAYING THE FOUNDATION:

The Mary Kay Ash Foundation® launches in the U.S. to fund women's cancer research and, later, domestic violence prevention. In 2026, the Foundation celebrates 30 years of impact and \$100 million donated to further its mission.

• 2010

CAPS AND CASES RECYCLING:

Mary Kay launches caps-and-cases recycling program, planting 400,000 trees with the Arbor Day Foundation. To date, more than 1.4 million trees have been planted.

*Our future
belongs to those
who see the
possibilities
before those
possibilities
become obvious.*

Mary Kay

2013

ONE WOMAN CAN:

The Company commemorates our 50th anniversary with a global makeover contest, donating nearly \$500,000 in grants to more than 150 charities worldwide.

2018

**SUSTAINABLE
MANUFACTURING:**

Mary Kay opens Richard R. Rogers Manufacturing/R&D Center in Lewisville, Texas, a LEED Silver-Certified facility.

2020

**HELPING FRONTLINE
WORKERS:**

Mary Kay commits nearly \$10 million to global COVID-19 support, including manufacturing and donating hand sanitizer to support frontline workers around the world.

2023

TOPPING THE CHARTS:

Mary Kay is named the #1 Direct Selling Brand of Skin Care & Color Cosmetics in the World* by Euromonitor International, a title it has held for four years in a row through 2026.

**Source: Euromonitor International Limited, Beauty and Personal Care 2026 Edition, value sales at RSP, 2025 data.*

2025

QUALITY-CERTIFIED:

Mary Kay achieves ISO 22716, the global gold standard for cosmetic Good Manufacturing Practices (GMP), reinforcing the Company's unwavering commitment to product quality, safety and consumer trust worldwide.

2026

FUTURE OF STEM:

More than \$234,000 and 51 grants awarded to young women from 17 countries pursuing STEM careers and 10 grants awarded to female students through the "Madam C.J. Walker Scholarships" with the Society of Cosmetic Chemists (SCC) sponsored by Mary Kay.

2025–2026 SUSTAINABILITY HIGHLIGHTS

ENVIRONMENTAL

100%
OF THE WATER USED AT
OUR GLOBAL FACILITY
is treated and recycled back
into the local watershed.

The bottle of TimeWise®
Targeted-Action® Toning Lotion
contains

94%

PCR content which is plastic
that has been recycled and
repurposed.*



MORE THAN
100 ★
OCEAN AND LAND
PROJECTS
supported globally since 1987
with The Nature Conservancy.

30%

REDUCTION OF OUR WATER
CONSUMPTION

at our global Richard R.
Rogers Manufacturing/
R&D Center by 2030.**



100%

OF OUR PRODUCT
PAPER CARTONS

are recycle-ready in the
Americas and in Europe.

90%

of our product paper cartons
and shipping boxes to be
certified globally by 2030.***

ECONOMIC

1600
PATENTS

have been issued to Mary Kay.

QUALITY-CERTIFIED:

Mary Kay achieved ISO 22716, the global gold
standard for cosmetic Good Manufacturing
Practices (GMP), a recognition of our
unwavering commitment to product quality,
safety and consumer trust worldwide.

WOMEN-POWERED COMPANY:

63% of the Executive Team,
63% of the Global workforce,
and 60% of Leadership
positions in our Top 10 Markets
are held by women.†



SOCIAL

STEMK PROGRAM: Since 2023, more than

300 YOUNG WOMEN

have been exposed to STEM career pathways through
immersive events featuring Mary Kay's women leaders
in STEM at the Richard R. Rogers Global Manufacturing/
R&D Center.

MORE THAN
\$230

MILLION DONATED

with Pink Changing Lives®
Program in support of women,
including through cancer
research, helping survivors of
domestic violence or creating
opportunities for women and
their families around the world.



64%

of Research and Development
scientists are female.†

*Percentage of post-consumer recycled content may vary based on availability and geographic region. **Baseline year: 2020. ***Certified sustainable sourcing certifications may vary by country and package form. †Source: Women Leadership & Representation at Mary Kay – May 2026.



ENVIRONMENTAL



PRODUCT STEWARDSHIP

MINIMIZING OUR ECOLOGICAL FOOTPRINT

Mary Kay Inc. is dedicated to product stewardship through three focus areas.

- **Responsible sourcing of packaging materials:** We consider the full packaging life cycle, minimize resource use and explore opportunities for post-consumer recycled materials.
- **Sustainable sourcing of ingredients:** We strengthen supply chain resilience, help empower smallholder farmers and local communities, and build trust with consumers and regulators.
- **Support for ecosystem restoration:** We support the restoration of damaged or threatened ecosystems by partnering with global organizations such as the Global Shea Alliance (GSA) and the Roundtable on Sustainable Palm Oil (RSPO).



RESOURCE CONSERVATION

PRESERVING FORESTS AND BIODIVERSITY

We are dedicated to protecting biodiversity and supporting responsible forestry in a variety of ways, including:

- **Prioritizing the use of sustainable paper sources** for product cartons and paper inserts, distribution cases and shipping boxes.
- **Supporting international nongovernmental organizations** such as the Forest Stewardship Council® (FSC®) that promotes environmentally appropriate, socially beneficial, and economically viable management of the world’s forests.
- **Striving to reduce our carbon footprint** by evolving our operations and investing in renewable energy and technologies.



WATER SUSTAINABILITY

MANAGING OUR WATER FOOTPRINT

Water, a fundamental and precious resource, is crucial to Mary Kay’s manufacturing process, and therefore is at the center of our sustainability efforts. As a global advocate for water stewardship, we focus on:

- **Water-use reduction:** We reduce water use at our Richard R. Rogers Manufacturing/R&D Center in Texas, and at our Mary Kay Manufacturing facility in China.
- **Water stewardship innovation:** We develop innovative solutions to reuse water and improve efficiency.
- **Partnership for conservation:** We partner with The Nature Conservancy (TNC), building on 39 years of collaboration to support wetlands conservation, habitat preservation and ocean health.

AS OF 2025:

121

tons of recycled plastic material used globally.

80%

Certified Shea use from GSA-member suppliers

100%

of our product paper cartons are recycle-ready in the Americas and in Europe.

100%

OF THE WATER USED at our global facility is treated and recycled back into the local watershed.

All third-party trademarks, registered trademarks and service marks are the property of their respective owners.

SUSTAINABLE PACKAGING

Three-R Framework

Mary Kay considers the entire packaging life cycle, aiming to minimize resource use and environmental impact. Our commitment to responsible and sustainable packaging follows the **Three-R framework—Reduce, Reuse, Recycle:**

REDUCE:
 focusing on reducing plastic intensity for primary packaging, such as tubes, bottles and caps, using fewer layers of packaging and lighter weight designs to reduce material usage.

REUSE:
 encouraging packaging that can be repurposed, such as increasing post-consumer recycled content (PCR), extending its life beyond a single use.

RECYCLE:
 prioritizing materials that can be easily and widely recycled,* supporting a more circular economy.**

The Three R framework helps us design packaging that protects product integrity while stewarding resources and reducing waste.

SUSTAINABLE PACKAGING HIGHLIGHTS

1 **TimeWise® Targeted-Action® Toning Lotion**

- 94% PCR content in the bottle
- Recycle-ready bottle without the pump
- Recycle-ready paper carton

2 **Mary Kay® Hydrating Cleanser and Mary Kay® Mattifying Cleanser (not shown)**

- 30% PCR content in tubes
- Recycle-ready paper carton

3 **Mary Kay® Exfoliating Scrub, Mary Kay® Mattifying Moisturizer and Mary Kay® Hydrating Moisturizer (not shown)**

- 29% PCR content in tubes
- Recycle-ready paper cartons

4 **Mary Kay Confidently You™ Eau de Parfum**

- Recycle-ready bottle
- Recycle-ready paper carton

NEW IN 2025

*Recyclable only where facilities exist
 **Percentage of post-consumer recycled content may vary based on availability and geographic region.



5 Mary Kay® Supreme Hydrating Lipstick

- 42% PCR content in the total package
- Recycle-ready paper carton

6 Mary Kay® Clear Brow Styling Gel

- 35% PCR content in the total package
- Recycle-ready paper carton



7 TimeWise Repair® Volu-Firm® Day Cream Sunscreen Broad Spectrum SPF 30* and TimeWise Repair® Volu-Firm® Night Treatment

- Caps are now recyclable
- Recycle-ready paper cartons

8 TimeWise Repair® Ultimate Volu-Firm® Set

- Recycle-ready paper cartons

9 Mary Kay Clinical Solutions®

- Recycle-ready bottles without the dropper
- Recycle-ready paper carton

10 Mary Kay Clinical Solutions® Dynamic Wrinkle Limiter

- 7% PCR by weight, including the cap
- Recycle-ready paper carton

11 Mary Kay Clinical Solutions® Barrier Restore 1:1:3

- Recycle-ready bottle and cap
- Recycle-ready paper carton

12 TimeWise® Miracle Set®

- 4-in-1 Cleanser: Tube 30% PCR plastic
- Antioxidant Moisturizer: 29% PCR plastic
- Daytime Defender Sunscreen Broad Spectrum SPF 30* and Nighttime Recovery: 16% post-consumer recycled glass; Recycle-ready glass bottle without the pump.
- Recycle-ready paper cartons



*Over-the-counter drug product

Note for the entire product collection section: Percentages of post-consumer recycled plastic may vary within a 10% margin, depending on availability.

A New Era for an Icon – Sustainable Packaging Commitments Applied to Award-Winner Mary Kay® Oil-Free Eye Makeup Remover



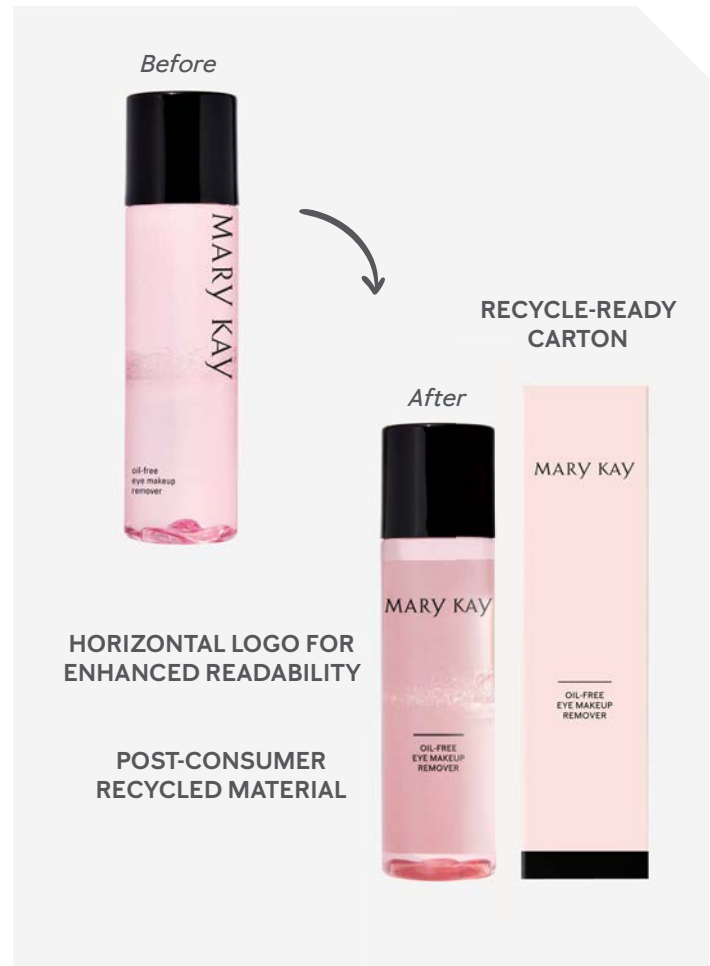
Two questions for Kristin Dasaro,
Director of Packaging Engineering & Sustainability and Process Development & Commercialization

Q: When selecting new packaging materials

for the relaunch of Mary Kay® Oil-Free Eye Makeup Remover, what were your considerations?

We explored ways to enhance the packaging's sustainability. We also focused on the dispensing method to ensure a seamless transition for consumers. We introduced **PCR** (*Post-Consumer Recycled*) plastic, which is a plastic that has been recycled and repurposed. The new bottle is made of **rPET** (*recycled polyethylene terephthalate*), and the cap is made of recycled **PP** (*polypropylene*). Both materials are recyclable and made with recycled content.

At every step of the process, we ensured that these upgrades would be **100% compatible with the formula's integrity and efficacy**, working in close partnership with engineers and formulators. These discussions are important to ensure all components of the product mix work together seamlessly.



Q: Technically, what did the process look like?

Introducing **PCR** meant we would incorporate it into the same previous resin. This allowed us to use the same equipment, tooling and suppliers as before. We also faced some interesting challenges. The new bottles made from PCR resin are translucent pink; however, the resin is not completely consistent in color. We had to adjust our color range boards to reach our targeted result. Additionally, the PCR resin used for the cap is slightly less durable. When screwing the cap down, we initially noticed some scuffing that we had to address to ensure the cap still met our quality standards. We also worked closely with the procurement team and suppliers to ensure we had enough raw materials to meet the needs of our Independent Beauty Consultants for this global best-seller.

“Integrating sustainability is a balancing act. It means reducing our environmental impact with intention without compromising on quality, product performance and consumer satisfaction.”

MEET THE TEAMS:

- **The Packaging Engineering Team** leads the development and technical execution of all packaging, including material selection, functional testing and ensuring compatibility with production equipment.
- **The Process Development & Commercialization Team** focuses on scaling product formulas from the lab to full production by defining and developing manufacturing procedures, which are then transferred to operations for commercial manufacturing.

CHINA 2025 STATS:



Advancing Sustainable Packaging in China

In July 2025, Mary Kay China participated in the 13th Conference on Plastics in Packaging (CPRJ), where Yizhang Xie, Technical & Commercialization Services Director, delivered a keynote highlighting the Company’s sustainable packaging strategy and goals, reductions in plastic use and an outlook on future eco-packaging innovations.

TOTAL PLASTIC WEIGHT REDUCED BY ECO-FRIENDLY PACKAGING:

1.885 tons,

A 67.7% INCREASE IN 2025 FROM 1.124 TONS IN 2024.

PROPORTION OF SUSTAINABLE PACKAGING MATERIALS:

BASED ON SALES INTENSITY, WE REACHED A

13.6% INCREASE

IN 2025 COMPARED TO 2024.

SUSTAINABLE SOURCING:

A More Sustainable and Resilient Beauty Ecosystem

Sustainable sourcing is central to how Mary Kay develops its products. We recognize that responsible ingredient sourcing is essential not only to product quality and innovation, but also equally important to protecting ecosystems, strengthening communities and ensuring the resilience of our supply chain.

Mary Kay is also committed to advancing inclusive and ethical sourcing practices by championing women-led solutions throughout our supply chain and partnering with nonprofit organizations, suppliers and industry stakeholders. These collaborations help elevate global sourcing standards. They enhance transparency and traceability, while driving continuous improvement across environmental, social and ethical performance. Together, they reinforce our commitment to a more sustainable and resilient beauty ecosystem.



Photo credit: Courtesy of the Global Shea Alliance



Photo credit: PT Bumitama Gunajaya Agro

“We take a proactive approach to identifying and addressing social and environmental challenges at their source, with a strong emphasis on the use of renewable and responsibly sourced ingredients.”



Sustainable Palm Oil: Protecting Forests, Communities and the Future of Beauty

In 2014, Mary Kay joined the **Roundtable on Sustainable Palm Oil** (RSPO). This global partnership promotes the growth and use of sustainable Palm Oil, which is critical to the health of forests, communities and wildlife.

As one of the most efficient and widely used natural ingredients in personal care, Palm Oil has the potential to support innovation and scale when sourced responsibly. By transforming how Palm Oil is produced and procured, we can help protect forests and biodiversity and address climate impacts, ensuring that this essential ingredient contributes positively to both people and the planet.



Sustainable Palm Oil has been farmed, processed, distributed and sold responsibly with strict rules that protect animals, the environment, smallholder farmers and their communities who live and work in Palm Oil-producing countries.



Launched in 2024, the TimeWise® Targeted-Action® Toning Lotion formula is enriched with sustainable Palm Oil and GSA-certified Shea.

For Mary Kay, committing to sustainably sourced Palm Oil is a powerful expression of values in action. Through greater traceability and accountability, and collaboration across the value chain, the industry has the opportunity to advance a more inclusive and responsible future for beauty.

2025 China Highlights: Responsible Sourcing

LOCAL PROCUREMENT RATE OF PACKAGING MATERIALS: 98.16% (2025), a 0.82-percentage-point increase from 97.34% in 2024.	SUPPLIER COMPLIANCE RATE: 100% (2025), in line with the Code of Business Conduct.
---	---

Growing Forward: How Collaboration Is Shaping Sustainable Shea

Through our partnership with the Global Shea Alliance (GSA), we’re integrating sustainable sourcing into our core legacy products, such as Satin Hands®, Satin Body® and Satin Lips®, as well as into new product development.

Two questions for Cristi Gomez, PhD, DABT,
Sr. Director Regulatory, Safety, R&D Compliance.



Q. What are the key challenges in the Shea sector?

The Shea sector faces complex, long-term challenges that require sustained investment and collaboration. Shea trees take decades to mature, and climate pressures, such as drought, erratic rainfall, soil degradation and land-use constraints, threaten Shea parklands. At the same time, Shea remains a highly valued ingredient, with growing momentum to protect and sustain these ecosystems for the future. A critical opportunity lies in improving the livelihoods of the women who lead the industry. With approximately 16 million women involved across West Africa, organizations like GSA are driving progress by improving equipment, access to financing and market opportunities. Through collaboration with partners and fellow GSA members, stakeholders are working to strengthen the sector’s environmental and social sustainability for generations to come.

“Innovation and greater collaboration across the Shea value chain will be key to unlocking continued growth.”



Global Shea Alliance is a nonprofit industry association that aims to drive a competitive, sustainable global Shea industry while improving the livelihoods of African women and their communities.
Photo credit: Courtesy of the Global Shea Alliance



Q. What role can Mary Kay play in advancing progress in this area?

The biggest challenge is distance: Multiple layers in the supply chain can separate us from the women who steward Shea parklands and bring this ingredient to life. That’s why partnering with GSA is so important. It helps us strengthen transparency and accountability, engage respectfully with local communities and ensure our use of Shea positively impacts women across the Shea value chain. Supporting the economic empowerment of women Shea collectors and processors, and protecting the ecosystem, are critical to us.

Advancing Sustainable Procurement: ESG Risk Assessment



Photo credit: Courtesy of EcoVadis

2021

Mary Kay becomes a member of EcoVadis, a global sustainability ratings platform that evaluates companies’ performance across environmental, social and governance (ESG) criteria, with a strong focus on **supply chain sustainability**.

2023

The Mary Kay Supplier Code of Conduct, which mandates ethical sourcing and Environmental, Social and Governance (ESG) efforts, was distributed to all active direct suppliers. More than **100 Mary Kay suppliers either joined EcoVadis or renewed their EcoVadis Ratings Subscription**. Among these suppliers, 87 were awarded EcoVadis medals for achieving high sustainability ratings.

2024

Mary Kay further strengthened our partnership with EcoVadis to actively engage with our suppliers regarding their ESG initiatives, including advancing sustainable procurement. Mary Kay is also incorporating EcoVadis sustainability scores into our supplier assessments.

2025

Mary Kay integrated EcoVadis sustainability ratings into the **EverStream risk assessment platform**, creating a unified view of ESG risk across the extended supply chain. This integration enabled enhanced transparency into Tier 3 suppliers, delivering deeper insight into supplier ESG performance beyond direct sourcing relationships. The platform also supports real-time monitoring of ESG indicators across multiple supplier tiers, allowing teams to identify emerging environmental, social and governance risks. We expanded our scope to include the EcoVadis’ Carbon Action Manager (CAM), a platform designed to give companies full visibility into supplier Scope 3 emissions.

From Protection to Prevention, How Research Shapes Sustainable Sun Care

The sunscreen industry is at a pivotal moment where innovation, safety science and environmental responsibility must work together to build consumer trust and support long-term growth. Ongoing research into sunscreen filters plays a critical role in advancing next-generation sun care while addressing evolving scientific, regulatory and consumer expectations. At the same time, misconceptions about sunscreen safety continue to influence consumer perceptions, highlighting the importance of science-based education.

At Mary Kay, we are committed to science-backed formulations and transparent education, working with scientific and medical experts to help consumers make informed decisions about sunscreen safety and efficacy, as well as options that fit seamlessly into diverse routines and lifestyles.



Dr. Lucy Gildea, Chief Brand and Scientific Officer.

“One of the biggest challenges in increasing daily sunscreen use is shifting consumer perception — from seeing it as a “beach

day essential” to recognizing it as a crucial part of everyday skin care. Many people don’t realize that incidental UV exposure, whether from walking the dog or driving with windows down, accumulates over time and contributes to premature aging and damage year-round. Offering options to consumers is essential. Some consumers prefer mineral sunscreens with physical blockers like zinc oxide for gentle, broad-spectrum protection, while others opt for chemical sunscreens, which offer a lightweight, invisible finish. By providing both options, brands can ensure everyone finds a formula that suits

THE SKIN CANCER FOUNDATION
CITES THAT

1 IN 5

AMERICANS WILL DEVELOP SKIN
CANCER BY AGE 70.

their skin type and lifestyle. Education remains key. Misconceptions persist, such as the belief that darker skin tones don’t need sunscreen. As experts, we focus on clear, science-backed messaging to help consumers understand that sunscreen is a key and effective step they can take to protect their skin — every day, all year long. Daily sunscreen use is one of the most important steps consumers can take to help prevent premature skin aging.”



Options for Feel, Protection and Performance

Zinc Oxide is a mineral UV filter that provides broad-spectrum UVA and UVB protection by reflecting and scattering ultraviolet radiation.

Mineral sunscreen for daily protection with zinc oxide



Designed for everyday wear, Mary Kay® Mineral Facial Sunscreen Broad Spectrum SPF 30* is a must-have for consumers, helping protect against daily UV exposure, including incidental exposure during routine indoor and outdoor activities. It also helps defend against blue light exposure from electronic devices.

Broad spectrum UVA/UVB protection and 80-minute water resistance



Launched in 2025, Mary Kay® Sunscreen Broad Spectrum SPF 50* delivers high-performance, broad-spectrum, water-resistant protection in a lightweight, nonsticky formula designed for daily face and body use. Its lightweight texture makes it effortless to wear every day, even under makeup.

SPAIN: Innovative Sun Protection Awareness Campaign for Travelers

In Spring 2025, Mary Kay launched an innovative sun protection awareness campaign by placing **seatback advertising** on selected *Iberia Express and Vueling* commercial flights operating domestic and international routes in Spain.

The campaign aimed to reinforce Mary Kay’s commitment to skin health, prevention and responsible self-care among a diverse audience.



Seatbacks featured clear sun care messaging and QR codes directing travelers to the Mary Kay® website, introducing the brand and its sunscreen product options in a new, unexpected setting beyond traditional media channels.

Skin Cancer Foundation Seal of Recommendation

SPF 30



SPF 50



Mary Kay® Mineral Facial Sunscreen Broad Spectrum SPF 30* and Mary Kay® Sunscreen Broad Spectrum SPF 50* earned The Skin Cancer Foundation Daily Use and Active Seals of Recommendation, respectively. Both products meet the highest standards for safety and effectiveness and are backed by extensive research, global regulatory compliance and rigorous testing to ensure superior protection.

**Over-the-counter drug product*

Preserving Forests and Biodiversity

Mary Kay is committed to protecting forests and biodiversity through the responsible sourcing of paper and cardboard-based materials used in packaging and operations.

- **We prioritize** cardboard and paper for packaging, inserts, distribution cases and shipping boxes from sustainably managed forests. We work with suppliers and industry partners that demonstrate strong forest stewardship, traceability and respect for ecosystems and communities.
- **We are also reducing our carbon footprint** across the value chain. We focus on energy efficiency, expand renewable energy use and work with partners, supporting a lower-carbon future for beauty.

This approach reflects the Mary Kay belief that healthy forests are essential to resilient supply chains and that responsible packaging and operation choices are critical parts of caring for the planet while delivering beauty products around the world.

100%

OF OUR PRODUCT PAPER CARTONS are recycle-ready in the Americas and in Europe.

64%

OF PRODUCT CARTONS certified in China as of 2025

BY 2030: 90%

OF PRODUCT PAPER CARTONS certified globally*

DID YOU KNOW?

The instructions included with our products include

30%

POST-CONSUMER PAPER CONTENT since 2022.

In 2022, the Mary Kay Print Shop obtained its initial certification from Forest Stewardship Council® (FSC®).



The mark of responsible forestry



Through a Green Lens: Product Paper Cartons

Mary Kay is committed to supporting responsible forestry by using **certified paper sources** for product cartons whenever possible.

Forest Stewardship Council® (FSC®) is a global, not-for-profit organization dedicated to the promotion of responsible forest management worldwide. FSC defines standards based on agreed principles for responsible forest stewardship that are supported by environmental, social and economic stakeholders. To learn more, visit www.fsc.org

*Note: Certified sustainable sourcing certifications may vary by country and package form. All third-party trademarks, registered trademarks and service marks are the property of their respective owners.

Every Shipping Box Tells a Story of Responsible Beauty

For us, shipping boxes are more than packaging; they reflect our commitment to caring for the planet at every step of the journey. We source cardboard from responsibly managed forests and recycled materials, prioritizing suppliers that meet rigorous environmental standards.

The Sustainable Forestry Initiative (SFI) is a comprehensive certification program aimed at promoting sustainable forest management across North America, ensuring the health of forests and of the communities that depend on them.

As orders travel to our Independent Beauty Consultants and their customers, our thoughtfully designed boxes balance durability with efficiency.

The use of recyclable, renewable cardboard supports a lighter environmental footprint, while clear recycling guidance encourages customers to keep materials in use beyond their first purpose.



By designing right-sized, custom cardboard boxes, we minimize excess materials, optimize transportation, reduce waste and lower transportation-related emissions.



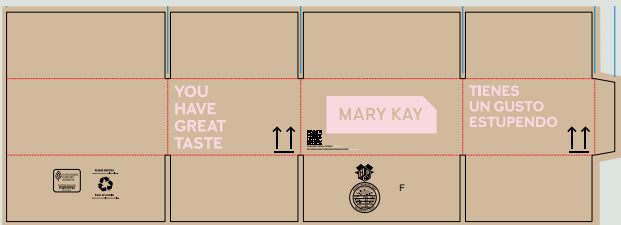
Journey of a Mary Kay Shipping Box*

From sourcing through delivery and end of life, our shipping boxes are designed to minimize materials and maximize recyclability, reflecting our belief that everyday choices can drive meaningful change. By investing in fiber-based, sustainable packaging and partnering with responsible suppliers, we advance our environmental goals while empowering Independent Beauty Consultants and their customers to support a more sustainable future through mindful recycling.

SHIPPING BOX LIFE CYCLE

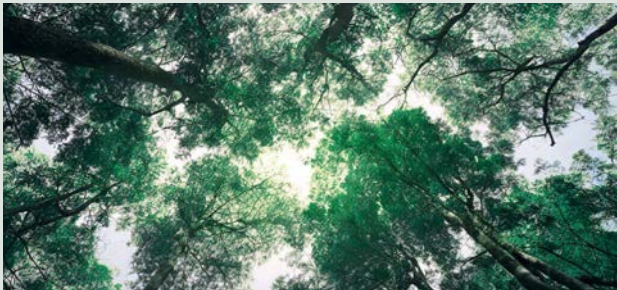
1

Eco-conscious design: The design of our cardboard shipping boxes is prepared by our Marketing team and shared with our accredited supplier. Packaging engineers collaborate to balance aesthetics, protection and environmental impact.



2

Sustainable fiber sourcing: The cardboard of our boxes in the U.S. is sourced through the Sustainable Forestry Initiative (SFI) certified suppliers.



3

Corrugated boxes production: Certified and recycled fibers are processed into linerboard at mills using energy and water-efficient systems. These include closed-loop water systems, wastewater treatment and renewable or low-carbon energy sources. Linerboard and medium are then combined through a corrugating process.



4

Cutting: Box materials are die-cut into appropriate shapes. Waste is reduced through precision cutting at our supplier, Harris Packaging in Haltom City, Texas. This process can produce up to 25,000 boxes per hour.



*Example in the United States

All third-party trademarks, registered trademarks and service marks are the property of their respective owners.

5

Printing:

Cardboard sheets are printed using water-based or low-VOC inks with a long lifespan. Inks are conditioned in the machine to keep their viscosity. There is minimal ink waste in the process.



6

Folding: Boxes are folded and glued using solvent-free adhesives.



7

Boxes are ready for shipping.



8

Waste Recycling: All corrugate waste at the manufacturing facility is captured and baled for recycling. Cardboard fibers can be recycled up to 6 to 7 times.



9

Quality Testing & Performance Validation in compliance with industry regulations*



10

Shipping of the boxes to our Distribution Centers.

Loading and palletizing are optimized to reduce environmental impacts.



*Our supplier HPC does guarantee and warrant that HPC and their current manufacturers confirm that their products are in compliance with current FDA regulations, compliance with current Coalition of Northeastern Governors (CONEG) regulations as well as California's Safe Drinking Water & Toxic Enforcement Act of 1986 (Proposition 65). Source: Continuing Product Warranty – May 2026

11

Arrival at the Mary Kay Distribution Centers: Assembling the boxes.



12

Cardboard Box Labeling



13

Fulfillment of Customers' Orders.



14

Protective biodegradable peanuts are added. Made from corn and potato starch, our cushioning “peanuts” ensure products arrive in perfect condition to our Independent Beauty Consultants and their customers.



15

Cardboard trimming and overall waste are repurposed: Our used corrugated boxes are sent to International Paper, a recycling center in Carrollton, Texas. Up to 50% of the recycled cardboard is cleaned and then mixed with new fiber to make new paper for box production.



16

Boxes containing Beauty Consultant orders are shipped.



17

Mary Kay boxes are delivered to customers' doorsteps.



18

Empty boxes are 100% recyclable if disposed appropriately based on recycling instructions available.



Jenise Cox and Jana Harris, owners of Harris Packaging. Jana Harris has served as Chairwoman of the Independent Packaging Association (AICC), a leading trade association for the paper-based packaging industry. She uses her platform to advocate for leadership development, workforce modernization and greater diversity within the industry.

Women Shaping the Future of Packaging

We are proud of our partnership with Harris Packaging (HPC) in Haltom City, Texas, a certified women-owned, second-generation, custom corrugated box and display manufacturer. It demonstrates our longstanding support to women’s leadership in the packaging industry.





100% biodegradable packing materials, made from corn and potato starch, are used to ship millions of Mary Kay® products every year in and from the United States.



UNITED STATES

Celebrating 20 Years of 100% Biodegradable Peanuts

Our “**biopeanuts**” materials are selected for their lightweight efficiency and are designed to minimize product damage and returns, ultimately reducing waste and unnecessary reshipments. Mary Kay also encourages responsible disposal by favoring recyclable or reusable void fill options wherever possible and by educating Beauty Consultants and their customers on proper reuse or recycling.

- **Corn and potato starch** are both renewable resources.
- **Biodegradable and compostable:** They break down naturally and can be added to compost.
- **Water-soluble:** Dissolve almost immediately in water, making disposal simple — just run them under water until they dissolve.
- **Non-toxic and static-free**

CHINA

Sealing Tape Plastic Reduction

Mid-2024, Mary Kay launched the plastic reduction initiative for sealing tape at our regional distribution centers (RDCs) in China, narrowing tape width from 60mm to 45mm.

Shipping Box Recycling and Reuse

Since 2015, Mary Kay has launched a product box reuse program to replace shipping boxes at our RDCs.

In 2025, the initiative reduced plastic usage by

38,942

SQUARE METERS,

which is equivalent to approximately 5.5 standard football fields.

Over the past three years,

123,774

RECYCLED PRODUCT SHIPPING BOXES

have been reused for order shipments.



WATCH THE VIDEO ›



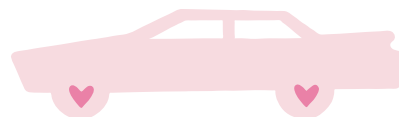
Only the top 1% of the Mary Kay Independent sales force earn the use of a career car through their Mary Kay businesses. To learn more about the Career Car Program visit <https://www.marykay.com/en/career-cars.html>.

Reducing Our Carbon Footprint

Green On Wheels: New Cadillac Optiq EV

In 2025, Mary Kay expanded our iconic Career Car program by **offering Independent Beauty Consultants the option to go electric** with the introduction of the all-electric Cadillac OPTIQ. This evolution reflects our commitment to innovation and environmental responsibility while honoring a legacy symbol of achievement—blending recognition, modern luxury and progress toward lower-emission mobility.

By prioritizing energy efficiency, expanding the use of renewable energy, advancing low-carbon solutions whenever possible and working closely with suppliers to reduce emissions, we are taking continuous steps to contribute to a lower-carbon future for beauty.



Did you know? The iconic pink Cadillac was born in 1968 when Mary Kay Ash purchased a Cadillac Coupe De Ville from a Dallas dealership and promptly had it painted to match the pale pink Mary Kay® lip and eye palette. General Motors later named the color “Mary Kay Pink Pearl” and the shade remains exclusive to Mary Kay.

DID YOU KNOW?

In 2019, Richard R. Rogers Manufacturing/R&D Center (R3) received the Leadership in Energy and Environmental Design (LEED) 2019 Silver Certification.

Mary Kay supports reputable organizations such as The Nature Conservancy and industry nonprofits and certification organizations focused on forest conservation and reforestation, as well as mangrove and marine ecosystem restoration.

All third-party trademarks, registered trademarks and service marks are the property of their respective owners.

SUSTAINABLE WATER MANAGEMENT:

A Critical Pillar of Responsible Beauty Manufacturing

As a beauty brand with a global footprint, we recognize that water is a shared and finite resource, essential to our operations, our communities and the ecosystems in which we operate. Responsible water stewardship is an integral part of the Mary Kay commitment to sustainable manufacturing and long-term value creation.

Mary Kay focuses on reducing freshwater use in manufacturing by improving water efficiency, minimizing withdrawals and responsibly managing wastewater.

Where feasible, we prioritize approaches that support circular water use, such as treating and reusing water for industrial utilities, while remaining mindful of local water availability and community needs.



100%

OF THE WATER USED AT OUR GLOBAL FACILITY

is treated and recycled back into the local watershed.

COMMITMENT:

30%

REDUCTION

of our water consumption at our R3 facility by 2030.*

*Note: Baseline year 2020

GLOBAL ALIGNMENT:

Mary Kay is a signatory of the United Nations Global Compact’s Sustainable Ocean Principles.



Mary Kay Manufacturing Center in Hangzhou, China: A Closed Water Loop Facility

In 2006, Mary Kay invested 5 million Chinese yuan to build a high-standard wastewater treatment facility. Adopting a combined chemical and aerobic biological treatment process, the facility achieved an **initial daily treatment capacity of 150 tons**, fully accommodating all production wastewater generated at the manufacturing site.

In 2015, Mary Kay further upgraded its water treatment systems with the integration of air flotation and MBR membrane treatment, raising **daily treatment capacity to 350 tons** and significantly improving process stability and overall treatment efficiency.

Purified recycled water is mainly used for green space irrigation, air conditioning cooling and supplementary water for the Viewing Fish at Flower Harbor landscape pond.

Nearly 10,000 tons of tap water saved each year, reducing freshwater consumption and wastewater discharge and advancing efficient water use and low-carbon operations.

Water consumption per kilogram of product:
12.03 gallons/kg (2025),
a 5.3% decrease from 12.7 gallons/kg in 2024.

Viewing Fish at On-Site Flower Harbor Landscape Pond



The 80-square-meter pond is solely fed by fully treated, compliant recycled water from the on-site wastewater station.

The pond sustains a healthy koi population and serves as a tangible showcase of industrial wastewater recycling and resource recovery.

Through immersive on-site experiences, the site promotes water conservation and delivers environmental education to the public.

RECOGNITION:

In April 2025, Mary Kay was awarded the “Green and Sustainable Development” Award by the Zhejiang Health Products and Cosmetics Industry Association (ZHCIA).



Protecting Texas Coastline and Wetlands

Mary Kay is supporting The Nature Conservancy’s work along the Texas coast, including constructing living shorelines, restoring and managing native coastal prairies and restoring oyster reefs and wetlands.

The Texas coast faces significant threats from climate change, including rising seas, severe hurricanes and unsustainable development, all of which are rapidly destroying essential habitats that support vulnerable species and buffer coastal communities. For more than six decades, The Nature Conservancy (TNC) has been partnering with communities to protect the lands and waters that define our state.



Photo Credit: Endangered Attwater’s prairie chicken in the Refugio-Goliad Prairie. Courtesy of The Nature Conservancy. Copyright © 2026 Sean Fitzgerald Photography, Inc.

With more than 1 million acres conserved and 37 preserves stewarded statewide, TNC advances science-based solutions to address climate impacts, water scarcity, habitat loss and development pressures, working with landowners, communities and public agencies to safeguard landscapes and sustain natural resources that support people, wildlife and local economies.

Along the coast, TNC protects and restores prairie, marsh and wetland habitats that act as natural infrastructure — reducing erosion, absorbing storm surge, filtering water and supporting fisheries and wildlife — through practices such as prescribed fire, habitat restoration and collaborative research. Mary Kay’s support helps advance this work, strengthening coastal resilience and protecting the ecosystems and communities that depend on a healthy Gulf Coast.

39
YEARS OF
PARTNERSHIP
WITH TNC

MORE THAN
100
CONSERVATION
PROJECTS
supported globally
and in the U.S.



Photo Credit: TNC staff conducting research to determine how we can protect Texas wetlands. Courtesy of The Nature Conservancy. Copyright © Kenny Braun for The Nature Conservancy

DID YOU KNOW?
TNC’S MISSION IS TO CONSERVE
THE LANDS AND WATERS ON
WHICH ALL LIFE DEPENDS.



SOCIAL



PINK CHANGING LIVES®

BEAUTY POWERED BY PURPOSE

At Mary Kay, we put our purpose in action. Our global efforts to support women and their families are guided by Pink Changing Lives®, a multifaceted giving approach focused on empowering women, strengthening families, protecting our most precious resources and creating safer, healthier communities for cancer and domestic violence survivors to thrive. We strive to create positive change that lasts for generations all around the world.



WOMEN'S EMPOWERMENT

EMPOWERING WOMEN. STRENGTHENING COMMUNITIES.

At Mary Kay, empowering women is the foundation for lasting impact. Our programs are designed to nurture leadership, spark entrepreneurship and support personal and economic growth. By investing in women's education, independence and opportunity, we help build stronger communities and advance a more equitable, sustainable future for all.



NEXT-GEN WOMEN IN STEM

SHAPING TOMORROW'S INNOVATORS TODAY

With an impressive 64% female global R&D team, Mary Kay is proud to champion women who are leading through curiosity, innovation and ambition. By encouraging young women to pursue STEM pathways and surrounding them with visible role models, hands-on experiences and sustained support, Mary Kay is helping the next generation build confidence in their abilities and clarity about their futures. This commitment reflects our broader mission to enrich women's lives and expand opportunities for women to lead, discover and dream boldly.

\$234

MILLION DONATED
globally through
monetary and in-kind
donations since 1996.

600K+
WOMEN

positively impacted
globally through women's
empowerment initiatives.

64%

MARY KAY GLOBAL R&D
team members are female.*

Ranked #8 out of 5,500 global brands on Forbes 2026 Best Brands for Social Impact list based on more than 4.5 million consumer ratings.

*Source: Women Leadership & Representation at Mary Kay – May 2026

Our Global Promise to Women

For more than 30 years, Mary Kay has championed a bold vision for women through Pink Changing Lives®, our holistic philanthropic commitment powered by the Company and its four Company-sponsored foundations. With more than \$234 million donated globally, this approach brings empowerment, healing, opportunity and sustainability to women and their families around the world – transforming lives, strengthening communities and creating a lasting impact.

4.5

MILLION women and families served



MORE THAN

3,300

charitable organizations and projects supported globally

\$234

MILLION DONATED to support women's causes around the world



A Tint of Kindness

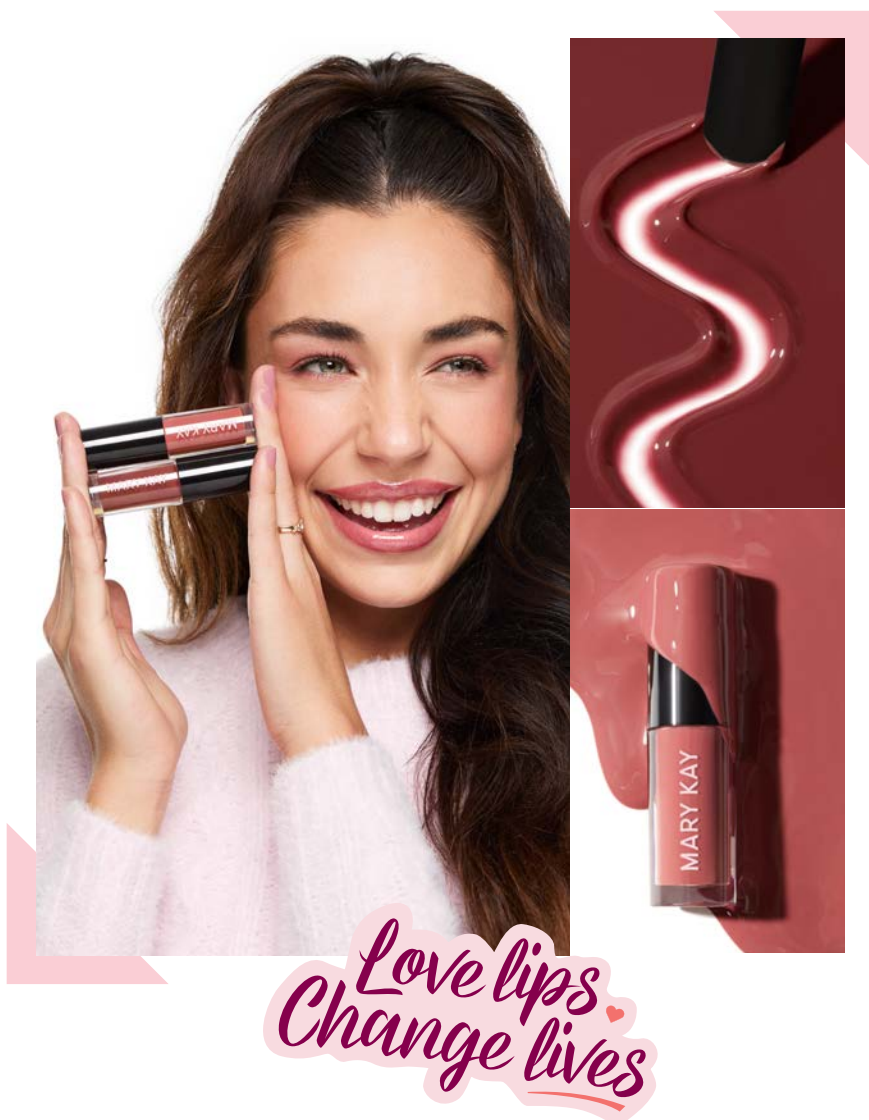
Mary Kay's Pink Changing Lives® cause empowerment program remains a cornerstone to giving back in local communities in meaningful ways. Since 2008, the Pink Changing Lives® Program has donated more than \$19 million, entirely funded by a portion of the sales of designated products in participating Mary Kay markets. Funds support causes including cancers affecting women, ending domestic violence, providing care and support for women and their families, and beautifying communities where we live and work because women are at the heart of everything we do.

PINK CHANGING LIVES®

MARY KAY

In 2025, Mary Kay proudly pouted for a cause with the Pink Changing Lives® designated product – a limited-edition† Mary Kay® Tinted Lip Oil in two brilliant shades, **Berry** and **Blush**. In true Mary Kay fashion, these shades delivered more than beauty – they came packed with a powerful promise. With every purchase, a portion of the proceeds supported programs that empower women, provide hope and healing, and create meaningful change for women and families around the world.

Since 2008, more than \$19 million has been donated to more than 3,300 organizations in support of millions of women worldwide.



DID YOU KNOW?

The Pink Changing Lives® Program has featured 18 products in 32 unique shades, scents and packages since 2008. When beauty meets impact, women around the world thrive.



MARY KAY CHAMPIONS:

- Women-related cancer research and programs.
- Ending domestic violence.
- Advancing environmental issues.
- Creating a better world for the next generation.



PINK CHANGING LIVES® Global Glow-Up

Through compassion-led partnerships and community-focused programs, Mary Kay markets are delivering hope, healing and opportunity worldwide – protecting lives, restoring confidence and safeguarding the natural resources that sustain our planet for future generations.



ARGENTINA

In Argentina, Mary Kay donated approximately **\$6,200** through the Pink Changing Lives® cause empowerment program to **Resguardo Familias de Esperanza** and **Fundación Vida Sin Violencia**. These contributions supported women experiencing violence and vulnerable children by improving living conditions through shelter renovations and the start of construction on a new home in Mar del Plata, respectively.



BRAZIL

In 2025, Instituto Mary Kay advanced women's health, safety and environmental stewardship in Brazil through multiple strategic partnerships, contributing more than **\$60,000**. Funding supported longtime partner **Associação Fala Mulher**, which provides shelter, legal assistance and psychological services for survivors of domestic violence; **Instituto PROTEA**, focused on early breast cancer detection and treatment for low income women; and **Instituto ABIHPEC**, which offers self-esteem workshops for women undergoing cancer treatment. Additional support went to **Mãos Pro Futuro**, a reverse logistics initiative that expanded recycling infrastructure, created income opportunities for waste picker cooperatives and helped recover more than 200,000 tons of recyclable material.



CANADA

In Canada, Mary Kay invested more than **\$211,000** to support women affected by cancer and domestic violence. Funding and in-kind donations to **Look Good Feel Better** powered confidence-building skin care and beauty workshops for people undergoing cancer treatment, while the **Mary Kay Ash Charitable Foundation Shelter Grant Program** strengthened **12 certified shelters**, funding renovations, child-friendly spaces and critical survivor services nationwide. Additional funding supported **Trillium Health Partners** initiatives, providing cancer awareness and early detection programs and expanding access to health education and patient resources.

For a comprehensive look at all 2025 market partners and charitable efforts, visit marykayglobal.com.



CHINA

Through longstanding partnerships and established funds, Mary Kay China advanced women’s economic empowerment, young women’s education and relief for full-time mothers. Investments supported the **Mary Kay Women’s Entrepreneurship Program**, which enables women to achieve financial independence through microbusiness loans, as well as the **Hope for Pearl Program**, which expands access to secondary education for underserved girls. Additional initiatives included the **“Go-Mom! – Stay-at-Home Mothers Support Program”** which aims to advocate for full-time mothers by creating a community engagement platform and helping them achieve personal growth.



COLOMBIA

In Colombia, Pink Changing Lives proceeds of approximately **\$3,571** benefited **Fundación Colombianitos**. The support allowed upgrades and facility improvements to the multipurpose room at Sagrado Corazón School in Puerto Tejada, Cauca, where they can now hold dance and art classes to build community for the students.



CZECH REPUBLIC

Mary Kay Czech Republic contributed more than **\$33,000** to support health and safety across the country. Funding to **Be Charity** enabled medical treatment and rehabilitation for a chronically ill child, while support for **Bellis** organization strengthened emotional and psychosocial care for women with breast cancer. In-kind donations to multiple women’s shelters helped sustain safe housing and survivor recovery-focused services.



GERMANY/NETHERLANDS/SWITZERLAND

Across the GNS region, Mary Kay donated more than **\$50,000** to children’s well-being and education. Support for **Die Arche Children’s Foundation** provided free meals, tutoring and after-school care for disadvantaged children, while contributions to **Fly & Help** funded the most recent school construction project in Sri Lanka among other developing communities – turning collective generosity into long-term educational access for children in underserved parts of the world.



HONG KONG

Mary Kay Hong Kong supported **Unity in Diversity Limited** with **nearly \$2,000** of in-kind product donations in support of programs focused on women's health and community empowerment. Contributions funded educational outreach and wellness initiatives, helping women access information and services that support healthier, more independent lives.



MEXICO

In Mexico, Mary Kay invested more than **\$26,000** through **Casa Gaviota** and **Fundación Origen**, advancing holistic support for women affected by violence and poverty. Donations strengthened shelters, helplines and empowerment programs that address emotional, economic and social recovery, helping survivors confidently rebuild safe, independent futures.



MOLDOVA

Mary Kay Moldova supported **CCF Moldova** with approximately **\$550**, from Pink Changing Lives product sales and **\$5,800** in total from donation collections throughout 2025. Funding contributed to programs that keep children with families and communities, helping close residential institutions and expand social services for thousands of vulnerable children.



PERU

In Peru, Mary Kay donated approximately **\$4,452** to **Misma Luna**, supporting the Niña Power Program. The initiative promotes literacy, English education and confidence-building for girls using learning as a pathway to empowerment and long-term community resilience.



PHILIPPINES

Mary Kay Philippines contributed **\$2,069** to **SOS Children's Villages Pilipinas**, supporting daily care, education, health and nutrition for children who have lost parental care. The partnership also helped prevent family separation through community-based livelihood and support services.



PORTUGAL

In Portugal, Mary Kay donated approximately **\$2,964** to **Ajuda de Berço**, providing essential food and materials for mothers and children facing crisis situations, strengthening safety nets during critical moments of vulnerability.



SLOVAKIA

Mary Kay Slovakia invested nearly **\$28,000** to support chronically ill children through **Be Charity**, funding rehabilitation, medical aids and long-term care. Additional in-kind donations supported local women's shelters, ensuring safe environments and recovery-oriented services for survivors of domestic violence.



SPAIN

Mary Kay Spain contributed more than **\$46,000** toward health and environmental impact in 2025. Funding to **Fundación FERO** advanced cutting-edge breast cancer research, supporting precision treatment approaches for women with advanced disease. Meanwhile, the partnership with **Fundación SEUR** transformed recycled cosmetic packaging into financial assistance for families of children with serious illnesses, delivering both social and environmental value throughout the country.



TAIWAN

Mary Kay Taiwan donated to the **Taiwan Fund for Children and Families**, supporting long-standing programs that provide welfare, education and social services to children and families in need across local communities.



UKRAINE

In Ukraine, Mary Kay provided humanitarian support amid ongoing crisis conditions. Donations funded aid programs for displaced women and families, including essential services and community support. These contributions helped address urgent needs while supporting long-term recovery efforts for women and their families across the hard-hit region.



UNITED KINGDOM AND IRELAND

Mary Kay UK and Ireland donated approximately **\$1,270** to **Look Good Feel Better**, supporting workshops that help women manage the visible effects of cancer treatment, restoring confidence, dignity and emotional well-being during recovery.



UNITED STATES

Through **Pink Changing Lives®**, Mary Kay U.S. generated **\$386,870** to support the **Mary Kay Ash Foundation®**, furthering its dual mission to eliminate women's cancers and end domestic violence. Contributions funded lifesaving research, domestic violence shelter services and helped further survivor support programs nationwide. As part of its national expansion, the Foundation's partnership advanced its efforts with the National Domestic Violence Hotline by creating a short video series, three webinar trainings and downloadable resources for anyone seeking more information or immediate help.

Creating Purpose in Stride

In 2025, Mary Kay's global commitment to community well-being was brought to life through movement. Three out of four Company-sponsored foundations – Instituto Mary Kay (Brazil), Mary Kay Ash Charitable Foundation® (Canada) and the Mary Kay Ash Foundation (U.S.) hosted running or walking events to benefit their missions of cancers affecting women and ending domestic violence, engaging participants in purpose-driven action that connected physical wellness with social impact.

These events mobilized employees, Independent Beauty Consultants, families and community members to support causes aligned with women's health, safety and empowerment. By transforming everyday movement into meaningful engagement, the foundations created community-centered opportunities for participation while reinforcing a shared vision of enriching women's lives across markets.

Collectively, these locally led initiatives – unified by a mission to serve women's causes – prove that when communities move together, lasting impact follows every step of the way.



Participants at the PROTEA Run & Walk, presented by Instituto Mary Kay Brazil, on Oct. 26, 2025, in support of finding cures for breast cancer



Runners at the finish line of the 21st annual MK5K® on Oct. 4, 2025, benefiting the mission of the Mary Kay Ash Foundation® to find cures for cancers affecting women and end domestic violence.



Supporters at the 2025 MK5K® event, held on Sept. 20, 2025, across Canada. Proceeds benefited the Mary Kay Ash Charitable Foundation (MKACF) to support women's empowerment, domestic violence shelters and cancer support programs.

BRAZIL: Turning Partnership Into Purpose and Building Awareness

Mary Kay Brazil's partnership with **Associação Fala Mulher** spans two decades delivering integrated protection and care services for women and their families at social risk, reinforcing its commitment to dignity, justice and equal rights for all.

Through Fala Mulher's **Empresa Madrinha ("Godmother Company")** Program, Mary Kay Brazil is helping drive meaningful change, supporting more than 15,000 women to date. Through ongoing contributions, the program strengthens critical services, including safe shelter, legal and psychological assistance and economic empowerment workshops – helping women find safety and rebuild their lives.

This commitment was recognized in 2023 with the **Prêmio Ouro – Impacto Feminino (Gold Award for Women's Impact)** from the Brazilian Association of Direct Selling Companies (ABEVD), honoring the program's measurable impact.



In 2025, Mary Kay expanded this impact through a bold awareness initiative, achieving an official **Guinness World Records™ title** during “Live de Batom, Por Elas” (“Lipstick Live, For Them”), where thousands of individuals joined to set the record for the most people applying lipstick simultaneously online.

More than a record-breaking moment, the event transformed a signature brand gesture into a powerful symbol of solidarity – amplifying awareness and reinforcing Mary Kay's commitment to advancing women's safety, dignity and equality in Brazil and around the world.



CANADA: Look Good Feel Better Survivor Support

In 2025, Mary Kay Canada and the Mary Kay Ash Charitable Foundation provided in-kind product donations valued at \$43,000 to **Look Good Feel Better**, a nonprofit providing psychosocial support to Canadians before, during and after cancer treatment. The products were used in Skin Care, Makeup and Hair Workshops, which are designed to restore and build self-confidence for individuals undergoing cancer treatment. These workshops help participants manage the visible side effects of treatment – such as changes to skin, hair loss and facial appearance – through practical education on skin care, makeup application, wigs and head coverings.

As part of the program, participants receive complimentary skin care and makeup kits, which included Mary Kay® Precision Brow Liners and Mary Kay® Supreme Hydrating Lipstick in Toasted Plum. These products were used during the workshops to help participants practice simple makeup techniques that restore color to the face, enhance natural features and support confidence and self-esteem.

According to Look Good Feel Better, prior to attending a workshop, only **32% of participants** reported feeling somewhat confident about their appearance. Following the workshop, **89.1% of participants** reported feeling somewhat confident or confident, demonstrating a significant improvement in self-confidence and emotional well-being as a direct result of the program.

“Only what you give can be multiplied back into your own life.”

— Mary Kay

CHINA:

Women's Economic Independence Takes Root Through Entrepreneurship

Mary Kay China's investment in women through the **Mary Kay Women's Entrepreneurship Program** is helping redefine opportunity for women seeking economic independence. By providing training, mentorship and funding resources, the initiative empowers women to launch and grow their own businesses. These programs not only improve financial independence but also build confidence and leadership – creating positive ripple effects within families and communities.

Li Zifan, 28, assembled an all-female entrepreneurial team to engage in the fragrant pear seedling industry, aspiring to boost her hometown's income through agriculture and enable local women to find employment near their homes.

Early on, the team encountered challenges: poor greenhouse design led to uneven seedling growth; the equipment failed to function effectively; many seedlings withered unexpectedly. After overcoming these initial hurdles, a capital shortage delayed plans for equipment upgrades and expanding seedling production scale.

Support from the Mary Kay Women's Entrepreneurship Program brought new hope to the team. These critical funds enabled the team to introduce an intelligent water and fertilizer integration system, upgrade to temperature-controlled greenhouses and achieve remote and precise control of temperature and humidity – removing unpredictable weather patterns from the growth equation altogether. Today, 100,000 container-grown fragrant pear seedlings are thriving.

Li's business flourished, enabling her to bring prosperity to her village – her seedling base has become a platform for local women to master new skills and secure flexible employment. To date, the base has helped 600 households increase their income, affording more women to have stable incomes closer to home.





Strengthening Entrepreneurial Ecosystems Through Partnership

Mary Kay's commitment to women's entrepreneurship extends beyond its independent sales force. In 2025, the Company continued to invest in broader entrepreneurial ecosystems by supporting platforms that expand access to education, capital and networks – especially for women founders.

A key example is Mary Kay's role as presenting partner of the **Women of Innovation Summit** during the 10th anniversary of **DFW Startup Week**, in collaboration with The DEC Network and Southern Methodist University's Cox School of Business. The Women of Innovation Summit brought together aspiring and established women entrepreneurs for education sessions, investor engagement and networking opportunities designed to accelerate business growth. The summit also featured a Women's Marketplace, giving local women-owned businesses a platform to showcase their products and ideas.

By participating in one of the nation's largest and most diverse startup events, Mary Kay helped amplify women's access to opportunity while reinforcing the belief that empowering women entrepreneurs fuels innovation, economic resilience and community prosperity.



Mary Kay Inc. empowering entrepreneurs through connection, education, and innovation at DEC Network's DFW Startup Week 2025. Photo credit: Courtesy of DEC Network



Photo credit: Courtesy of DEC Network

DID YOU KNOW?

Globally, more than **600,000 women** have been positively impacted through Mary Kay-led and supported empowerment initiatives spanning entrepreneurship, education and community development.



Investing Early: Empowering the Next Generation of Entrepreneurs

Creating sustainable economic opportunity for women begins long before adulthood. In 2025, Mary Kay continued its long-standing partnership with the **City of Lewisville, Lewisville ISD Education Foundation** and **INCubatoredu**, supporting high school students as they developed real-world business skills through a yearlong entrepreneurial curriculum.

The INCubatoredu Program challenges students to ideate, test and refine business concepts using lean startup methodologies, under the guidance of local business mentors. Each May, the program culminates in a Final Pitch Night, where students present their ventures and compete for seed funding to bring their ideas to life. In 2025, student entrepreneurs competed for **\$7,500** to invest and grow their businesses with winning ideas ranging from culturally inspired bakeries to technology driven solutions.

This partnership provides budding entrepreneurs with early exposure to the many facets of entrepreneurship – building confidence, financial literacy and competitive advantage skills that can shape future career pathways.

INCubatoredu, Lewisville High School (2025)

6TH

YEAR OF PARTNERSHIP

NEARLY
\$50,000

IN STUDENT SEED FUNDING AWARDED
SINCE PARTNERSHIP LAUNCHED



HANDS-ON ENTREPRENEURSHIP,
MENTORSHIP AND REAL-WORLD
PITCHING OPPORTUNITIES

MARY KAY WOMEN IN TECHNOLOGY

Founded in 2011, the **Mary Kay Women in Tech (WiT) Employee Resource Group** brings together a community of passionate women committed to advancing diversity, inclusion and representation in the technology industry and widely expanded STEM fields. Grounded in the belief that technology and STEM are powerful enablers of opportunity, WiT works to inspire, support and empower women to pursue and thrive in technology-driven careers – both within Mary Kay and beyond.

Through mentorship, networking, well-being initiatives, community outreach and access to Mary Kay business and technology expertise, Women in Tech fosters a culture of collaboration, innovation and continuous learning. By connecting women at all career stages and encouraging skill development and leadership growth, the group plays a vital role in strengthening Mary Kay's women in STEM ecosystem while reinforcing the Company's broader commitment to empowering women as innovators, problem-solvers and leaders.



Next-Gen Women in STEM

As a global champion of women's empowerment and scientific innovation, Mary Kay is committed to expanding access to higher education grants and STEM learning opportunities that help build and strengthen a diverse, future-ready pipeline of female talent in STEM-focused fields.

We proudly celebrate young women who dare to push boundaries, challenge convention and imagine what's possible as they pursue their STEM ambitions. Through sustained investment and advocacy, Mary Kay is helping narrow the gender gap, dismantle bias and uplift the next generation of innovators, leaders and changemakers shaping the future of science.



MORE THAN 300 YOUNG WOMEN EXPERIENCED STEM CAREERS AT MARY KAY THAT INSPIRE GIRLS AND YOUNG WOMEN TO SEE THEMSELVES AS THE INNOVATORS OF TOMORROW.

MEASURING SUCCESS SINCE 2020

17
COUNTRIES

Grants awarded:
Argentina, Armenia,
Australia, Brazil, Canada,
China, Colombia, Germany,
Macedonia, Philippines,
Portugal, Puerto Rico,
Slovakia, Spain, Turkey,
Ukraine, U.S.

NEARLY
\$234,000

AWARDED TO YOUNG WOMEN GLOBALLY
THROUGH STEM GRANTS

51 GRANTS AWARDED
TO YOUNG WOMEN
PURSUING THEIR
STEM DREAMS

10 MADAM C.J. WALKER SCHOLARSHIPS
AWARDED IN PARTNERSHIP WITH THE
SOCIETY OF COSMETIC CHEMISTS

In 2025, Mary Kay served
as a Special Award
Organization at the
International Science and
Engineering Fair (ISEF),
awarding grants to 13 next-
gen innovators in diverse
STEM categories.

5
SKIN HEALTH
RESEARCH GRANTS



SOCIETY OF COSMETIC CHEMISTS

Madam C.J. Walker Scholarships

Established in 2021, the Madam C.J. Walker Scholarship, sponsored by Mary Kay, awards two \$5,000 scholarships to specific under-represented minority students of any gender identity pursuing an undergraduate or graduate degree in chemical, physical, medical, pharmaceutical, biological or related sciences and technology with an interest in pursuing a career in the cosmetics and personal care industry.

To date, **10 awards** have been granted to female students pursuing their goals of bringing positive change and more diverse representation to the rapidly evolving world of cosmetics.

2025 Madam C.J. Walker Scholarship Recipients



Chinaza Munonye

University of South Florida,
Undergraduate student



Lanesa Mahon

University of Cincinnati,
Doctoral student

WOMEN'S LEADERSHIP IN THE INDUSTRY

Mary Kay continued its support of the Women in Toxicology Special Interest Group of the Society of Toxicology, sponsoring the Outstanding Young Investigator Award. The award recognizes significant contributions to the field of toxicology in early career stages.

Mary Kay served as event and scientific poster session sponsor at the 15th Annual Meeting of the American Society for Cellular and Computational Toxicology (ASCCT). Support of ASCCT is part of our ongoing commitment to staying up to date on cutting edge technology and toxicology.

Ashli Brown, PhD participated in the Institute for In Vitro Sciences (IIVS) Inhalation Workshop to strengthen our scientific foundation for evaluating inhalation exposure, an increasingly relevant area as Mary Kay explores new product formats and delivery systems. Deveena Kara, PharmD participated in IIVS Practical Methods Workshop, which provides training in new approach methods (NAMs), enabling organizations to strengthen safety assessments and advance next-generation toxicology. The two hands-on training events directly support our commitment to our Product Promise, where we invest in understanding emerging technologies and collaborate with other experts to advance product safety.



INTERNATIONAL SCIENCE AND ENGINEERING FAIR

The Regeneron International Science and Engineering Fair ([Regeneron ISEF](#)) is the world's largest science competition for high school-aged students, convening 1,700 young scientists from 62 countries competing for a portion of more than \$9 million in cash awards and prizes.

Mary Kay Inc. served as a Special Award Organization at the 2025 competition hosted in Columbus, Ohio, from May 10–16. Kristin Dasaro, Director of Package Engineering, Sustainability and Process Development & Commercialization and Carrissa Dowdy, Manager of Product Formulation, attended on behalf of Mary Kay Inc. They met, interviewed and presented \$7,500 in awards to 13 inspiring young scientists to help them further pursue their STEM goals.





Pragathi Kasani-Akula
U.S.A.

Biochemistry: Analytical Biochemistry

Multi-Color Magneto-Fluorescent Nanoarchitectures for the Targeted Identification of Exosomes of Triple Negative Breast Cancer



Grace Liu
U.S.A.

Behavioral and Social Sciences: Other

Evaluating Gender Disparities Due to Decision-Making Under Uncertainty in Entrepreneurship: A Panel Data Analysis



Alina Albeik
U.S.A.

Behavioral and Social Sciences: Other

Implications of Resveratrol on Memory Retention in *Dugesia tigrina*



Kaili Tseng & Leila Gheysar
U.S.A.

Biomedical and Health Sciences: Cell, Organ and Systems Physiology

Bombyx mori Antimicrobial Peptides: A Novel and Sustainable Catalyst for Cancer Cell Growth Inhibition and Death



Elisabeth Fischermann & Tom Kressbach
GERMANY

Biomedical and Health Sciences: Nutrition and Natural Products

On the Hunt for Free Radicals With a Blue Light Reaction



Ela Doruk Korkmaz
TURKEY

Cellular and Molecular Biology: Molecular Biology

Investigation of Potential Anti-Cancer Impacts of Coffee Bean-Derived Exosomes Through Anti-Proliferative and Apoptosis Inducing Effects on Melanoma Skin Cancer Cells via Mitogen-Activated Protein Kinase Signaling Pathway



Carolina de Araujo Pereira da Silva
BRAZIL

Cellular and Molecular Biology: Cell Physiology

Salinomycin as a Molecular Trojan Horse for Targeting Mn-Induced Malignancy in Aggressive Tumors



Sofia Nunes
BRAZIL

Biomedical Engineering: Biomaterials and Regenerative Medicine

Formulation of Low-Cost Artificial Skin for Cellular Regeneration and Severe Burns Treatment



Margareth Ac-ac
PHILIPPINES

Biomedical Engineering: Biomedical Devices

SKIMP: Artificial Intelligence- Convolutional Neural Network (CNN) Portable Skin Cancer Detection Device With Skin Cancer Notifier Python-Based Program



Kamila Rotger-Costas & Miranda Sanz-Alvarez

PUERTO RICO

Materials Science: Composite Materials

EcoReishiFlex: An Innovative Sustainable Biodegradable Plastic Alternative Made From Ganoderma lucidum (Reishi Fungi) Polysaccharides



TWO-TIME GRANT RECIPIENT FURTHERS RESEARCH

Carolina de Araujo Pereira da Silva is a two-time Mary Kay Young Women in STEM grant recipient for her outstanding contributions to the cancer research field. Her 2024 prize money was utilized toward furthering her presented project – Rock the Metals! Investigating Manganese as a Trigger of Malignancy and Metal Transporters as Targets in Cancer Treatment which elevated her 2025 award-winning submission.

As of May 2026, Carolina has been accepted to Rice University, a top-20 university in the United States, with a nearly full scholarship. Over the next four years, she will be in Houston double majoring in Biosciences and Computer Science continuing her journey in research. She credits Mary Kay's belief in her and award recognition for helping her achieve this incredible opportunity.

She will be the first person in her family to attend college. We are so proud of Carolina!

Inspiring the Next Generation of Women in STEM

At Mary Kay, empowering women in science isn't a moment – it's a movement. As a global leader grounded in scientific innovation and empowering women to pursue their dreams, the Company is committed to expanding access, visibility and real-world exposure to STEM careers that inspire girls and young women to see themselves as the visionaries of tomorrow.

In 2025, Mary Kay marked the **10th anniversary of the International Day of Women and Girls in Science (Feb. 11)** with an immersive STEM experience at its global Richard R. Rogers Manufacturing and Research & Development Center (R3) in Lewisville, Texas. High school students from the Lewisville Independent School District were invited behind the scenes to explore how STEM, innovation and creativity come together inside a global beauty and manufacturing organization.

Students toured the state-of-the-art R3 facility taking in the full product lifecycle from product formulation and upscaling to packaging and shipping, all along engaging directly with Mary Kay scientists, engineers and manufacturing leaders. Participants enjoyed a hands-on cosmetic chemistry lab, where students learned foundational formulation principles and applied them by creating their own lip gloss – bringing science to life in their perfectly curated shade.

The experience addressed a critical global challenge – women remain under-represented in STEM fields, particularly in higher education and technical careers. By providing early exposure, female role models and authentic learning opportunities, Mary Kay helps young women envision what's possible – and where their curiosity can lead.





Inspiring the Next Generation of Women in STEM

Mary Kay's commitment to encouraging future STEM leaders extends well beyond one day. Throughout the year, the Company opened its doors at R3 to community partners and youth organizations, including hosting multiple **Girl Scouts of Northeast Texas** troops for an immersive STEM Career Exploration Day. Girls ages 7 to 12 conversed with female STEM leaders, toured the R3 facility and participated in hands-on lab activities designed to spark curiosity and build confidence while earning their STEM Career Exploration Badges.

Together, these experiences reflect Mary Kay's enduring commitment to community connection and to strengthening the STEM pipeline for young women. By opening the doors to real-world workplaces, spotlighting women leaders in leadership roles and pairing hands-on learning with meaningful mentorship, Mary Kay helps lay the foundation for long-term progress toward a more inclusive and innovative future. Because when girls see science in action – and women leading the way – they are not only able to imagine what's possible, but they gain the confidence to turn possibility into reality.

Carrissa Dowdy Inspires Young Women's Leadership Academy STEM Students

Carrissa Dowdy, Manager, Product Formulation at Mary Kay, was invited to speak with students from the **Young Women's Leadership Academy (YWLA) Girls Excelling in Math and Science (GEMS)** Program as part of its Women's Empowerment Series. The event, featuring a conversation led by local NBC5 news anchor Deborah Ferguson, gave students an inside look at Carrissa's journey as a woman thriving in a STEM career.

Through an open and candid discussion, Carrissa shared the challenges she faced and the perseverance required to succeed in a traditionally male-dominated field. Her story highlighted that career paths are rarely linear – and that resilience, confidence and curiosity are key drivers of long-term success. Students were deeply engaged, drawing inspiration from both her professional achievements and her willingness to speak authentically about overcoming obstacles.

"Seeing their excitement and determination reminded me why encouraging the next generation of women in STEM is so important."

– Carrissa Dowdy, Product Formulation Manager, Mary Kay Inc.





ECONOMIC

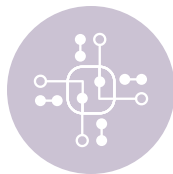


WOMEN-POWERED

POWERED BY WOMEN'S GROWTH AND SUCCESS

We are committed to fueling the futures of women in the workplace.†

- **60%** of the leadership positions (manager and above) are held by women in our Top 10 markets.
- **63%** of our Executive team are women.
- **64%** of Research and Development scientists are female.
- **79%** of the Global Brand Marketing & Creative Design Studio team is made up of women.



INNOVATION-DRIVEN

ADVANCING OUR BUSINESS TRANSFORMATION

We are leading a digital and tech transformation that is reshaping how Mary Kay operates and is empowering Beauty Consultants to successfully run their businesses online and in person, anytime, anywhere.

- **Unleashing the power of digital and AI** while maintaining the hallmark of personalized service and attention our Independent Beauty Consultants are known for.
- **Combining high science with beauty tech** to enhance product performance, personalize the beauty experience and improve how we innovate across the value chain.
- **Engineering a world-class supply chain** to continue serving our Independent Beauty Consultants and consumers around the world with excellence.



ADVOCACY FOR WOMEN

CHAMPIONING WOMEN OPPORTUNITIES

Mary Kay advocates for policies that expand women's access to entrepreneurship through direct selling, helping create pathways to independence, personal growth and economic opportunities. Our focus is on:

- **Fostering an inclusive and supportive environment** for female small-business owners.
- **Increasing awareness** among elected officials about the business opportunity Mary Kay offers to women in the U.S. and worldwide.
- **Protecting flexibility** for independent entrepreneurs and helping to shape a more predictable policy environment.
- **Connecting our Independent Beauty Consultants** with elected officials, ensuring the voices of entrepreneurs and small business owners are heard in policy discussions



63%
OF THE GLOBAL
WORKFORCE
is female.

MARY KAY IS THE **#1**
DIRECT SELLING BRAND
OF SKIN CARE AND COLOR
COSMETICS IN THE WORLD*
four years in a row.

\$163.9
BILLION USD
direct selling global retail sales.**

† Source: Women Leadership & Representation at Mary Kay – May 2026.

**Source Euromonitor International Limited; Beauty and Personal Care 2026 Edition, value sales at RSP, 2025 data*

** Source: World Federation of Direct Selling Associations (WFDSA) – 2024.

A COMPANY BUILT BY A WOMAN FOR WOMEN

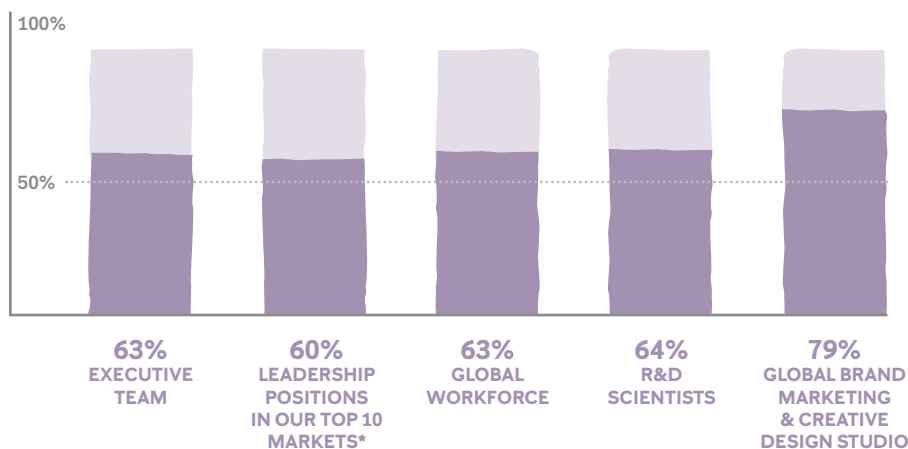
Mary Kay Ash built this Company on a dream to enrich women's lives around the world. What began in 1963 as a small act of courage has become a timeless beauty brand built on purpose — transforming lives and igniting self-growth.



In describing the Mary Kay opportunity, Mary Kay Ash wisely said, “Nothing happens until somebody sells something.”

Did you know? Out of 20 profiles, Mary Kay Ash is the **only woman** to be named one of “Forbes Greatest Business Stories of All Time” (1996), along with Bill Gates, Henry Ford, J. P. Morgan and Walt Disney.

STRONG REPRESENTATION ACROSS OUR WORKFORCE



AWARD-WINNING RECIPE TO STAY ICONIC

Talking Purpose, Digital Innovation and the Power of Women Supporting Women



Special guests at *The Direct Approach* podcast powered by **Direct Selling News**, Tara Eustace, Chief Opportunity and Sales Officer and Dr. Lucy Gildea, Chief Brand and Scientific Officer – offered a compelling look into what makes Mary Kay a global icon today and how the brand continues to evolve as a direct-selling leader present in 40 markets.

WATCH >



We are proud of our heritage of empowering women, and we believe true progress comes from building an inclusive culture where everyone can thrive, contribute, and succeed.

Melinda Foster Sellers, Chief People Officer



*Source: Women Leadership & Representation at Mary Kay – May 2026



GLOBAL FOOTPRINT

40 Markets Around the World

Mary Kay took its first global step by opening an international subsidiary in Asia-Pacific in 1971, followed by other markets in North America (1978), Latin America (1980) and Europe (1986). Recent market expansions include Denmark (2023), Hungary (2023) and Kyrgyzstan (2024).

MARKET ANNIVERSARIES IN 2025

Argentina	China	Portugal	Slovakia	Armenia
45	30	30	25	15
Kazakhstan	Malaysia	Philippines	Colombia	Kyrgyzstan
25	25	25	10	1

MARKET RECOGNITION

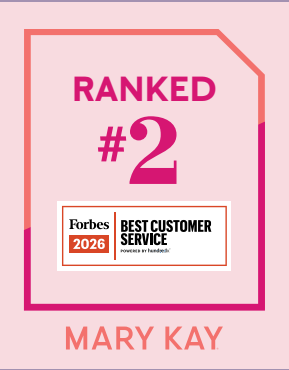
Mexico: Mary Kay was honored in 2024 and again in 2025 with the prestigious Socially Responsible Company (Empresa Socialmente Responsable) award by the Mexican Center for Philanthropy (Cemefi) and ALIARSE por México — recognizing the Company’s strong commitment to Corporate Social Responsibility, ethics and sustainability.

Portugal: *Human Magazine* highlighted Mary Kay as one of the “Excellent Companies to Work for in Portugal” for the second year in a row (April 2025).

China: “Golden Bee Think” honored Mary Kay at the 18th International Conference on Sustainability Reporting held in Beijing. Out of 3,100 companies that submitted their 2025 sustainability reports, Mary Kay ranked among the top 3% and was recognized with a Golden Bee award for excellence in “Gender Equality Information Disclosure.”

TOPPING THE CHARTS

For four consecutive years (2023–2026), Mary Kay Inc. has been crowned the **#1 Direct Selling Brand of Skin Care and Color Cosmetics in the World*** by Euromonitor International.



Mary Kay ranked **#2 in the Forbes 2026 Best Customer Service** list out of 3,500 brands.

Mary Kay is the only beauty brand in the top 15 and the only direct-selling company in the top 50. This recognition reflects the exceptional service our Independent Beauty Consultants and Customer Service teams deliver worldwide.

*Source: Euromonitor International Limited; Beauty and Personal Care 2026 Edition, value sales at RSP, 2025 data"

30 YEARS IN CHINA: A Journey of Beauty Education and Women Empowerment

In 2025, Mary Kay celebrated its 30th anniversary in China where our product portfolio includes skincare, makeup, body care, fragrances and supplements for a holistic approach to inner and outer beauty.



The "Thirty and Thriving" campaign celebrated a series of business firsts and Company milestones reached over the course of three decades in China.

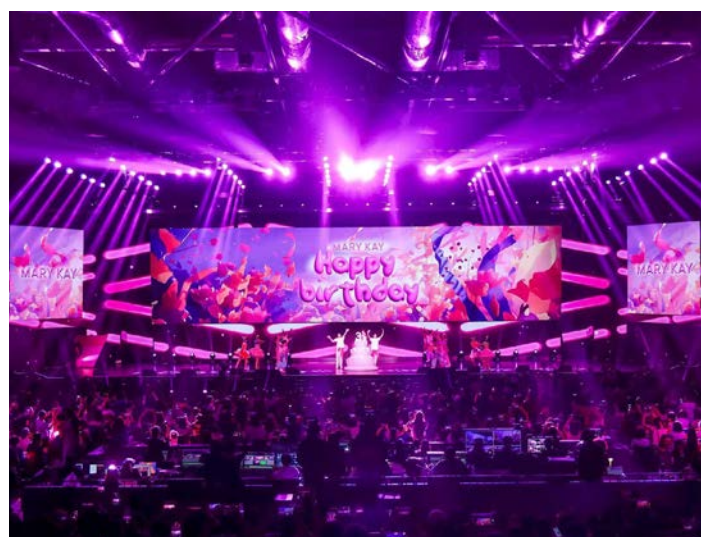
Since 1995:

- Millions of women built their businesses with Mary Kay.
- More than 100 products awards
- More than 10,000 pink Career Cars, including electric options
- 260,000 girls supported through meaningful Corporate Social Responsibility programs

Did You Know? In 2006, Mary Kay established its second manufacturing facility in Hangzhou, Zhejiang Province. With a cumulative investment of 700 million Chinese yuan, this facility has provided a solid foundation for rapid market expansion and the development of products tailored to the unique needs of Chinese women.

Best Employer

In 2003, Mary Kay China received its first "Best Employer" award from the Chinese edition of *Fortune* Magazine. Since then, it has won this prestigious accolade five times. In 2023, Mary Kay China was once again recognized with another influential employer award, winning the "Best Innovative Practice Employer" title in the "Forbes China Best Employer" awards.



CHINA BY THE NUMBERS

1.4
BILLION

POPULATION OF CHINA
AS OF 2025
(2025, National Bureau of Statistics)

1

OFFICIAL LANGUAGE

MORE THAN

130
DIALECTS

61.6%

FEMALE LABOR FORCE
PARTICIPATION RATE
(2025, WEF Global Gender Gap Report)

56

ETHNIC GROUPS

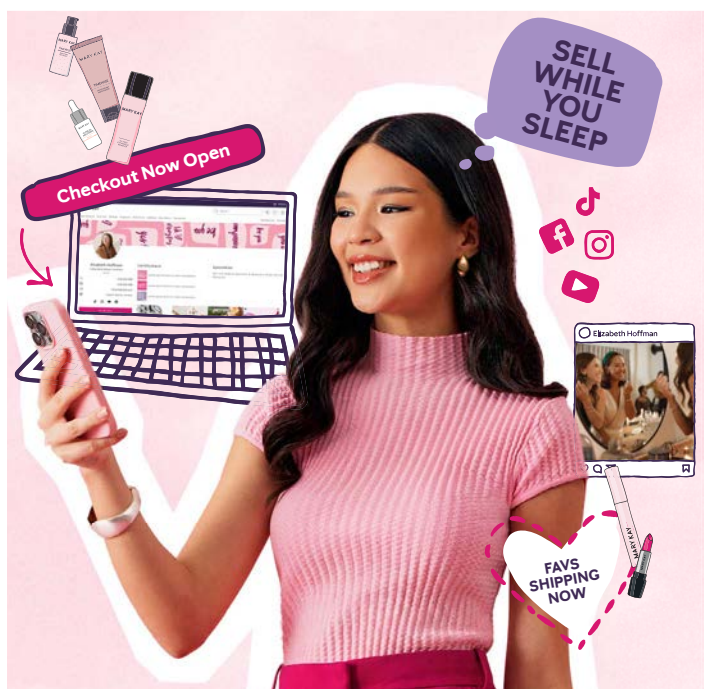
Business Transformation: Unleashing the Power of Digital

Mary Kay's digital and technology transformation is redefining how the Company operates while enabling our Independent Beauty Consultants to seamlessly run their businesses both online and in person — anytime, anywhere.

- At the core of this transformation is a **cloud-first strategy** and full-scale modernization of Mary Kay's technology infrastructure, including the migration of more than 95% of custom applications to integrated SaaS*. This shift supports critical operations — from eCommerce to supply chain and ERP** systems — while enhancing scalability and efficiency.
- Digital innovations such as the **My Shop** platform empower Independent Beauty Consultants to run their personalized online storefronts, fully integrated with Mary Kay's broader e-commerce, payment and fulfillment systems. My Shop blends high-touch, relationship-driven selling with scalable digital commerce, enabling Beauty Consultants to expand their reach, increase flexibility and grow their businesses in a hybrid, omnichannel environment.

"Consumers expect frictionless and transparent buying journeys. Our goal has been to create a seamless online experience for our Independent Beauty Consultants to become truly omnichannel and enable commerce at every touchpoint."

Deborah Gibbins, Chief Transformation and Financial Officer



*A SaaS platform solution is a cloud-based software model that allows users to access applications remotely via the internet.

** Global ERP Solutions are specialized resource planning systems designed to manage multinational operations across multiple countries, regions, currencies and languages; and business processes such as finance, HR, sales and inventory management into a single platform, enabling seamless data flow and real-time analytics.



New Consumer-to-Independent Beauty Consultant Commerce Solution

My Shop allows Beauty Consultants to serve their customers seamlessly beyond in-person interactions, offering 24/7 shopping access while maintaining their individual relationships and service.

Initially launched in Germany and in the United-States in 2025, the platform is being progressively rolled out across global markets.

AI: A Value-Driven Approach

Mary Kay takes a disciplined, value-driven approach to artificial intelligence (AI), prioritizing:

- **Use cases with clear, measurable efficiency.** We are progressively integrating AI across key functions, including IT, Marketing and Creative, R&D, Manufacturing and Supply Chain by identifying repeatable, manual processes where automation and advanced analytics can drive efficiency, innovation and performance.
- **AI Governance:** We established an internal AI Committee to guide strategic vision, oversee implementation and ensure alignment with the Company's risk tolerance, legal and ethical standards and security requirements. The Committee plays a critical role in prioritizing initiatives, validating business impact and accelerating the responsible adoption of approved AI solutions across the organization.
- **Employee education to support long-term, responsible innovation.** Through dedicated *AI Champions* and structured training programs, teams are equipped to understand both the potential and the risks of AI, fostering a culture of informed adoption, continuous learning and innovation at scale.

"We look at AI as a multiplier.

Reinforcing our strong purpose-driven culture, encouraging experimentation and modeling openness to change AI helps us move faster and ensure that digital progress translates into sustainable business and human outcomes. Technology alone does not drive change, people do."

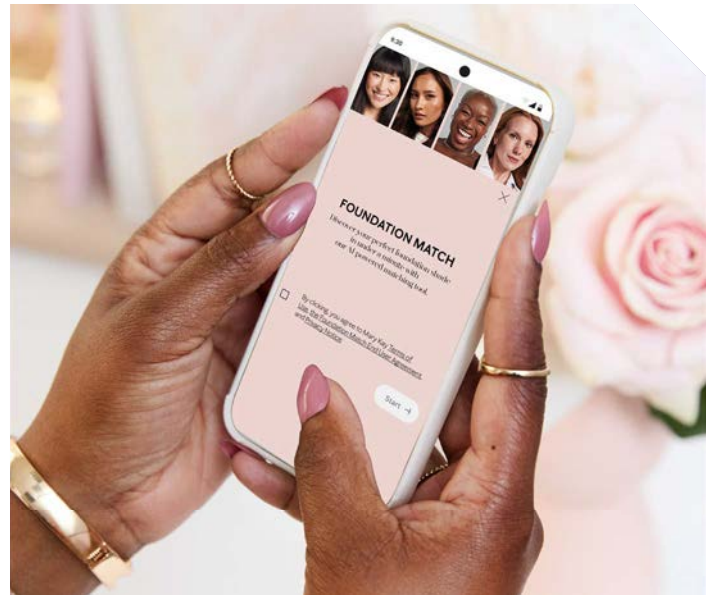


James Whatley, Chief Information Officer

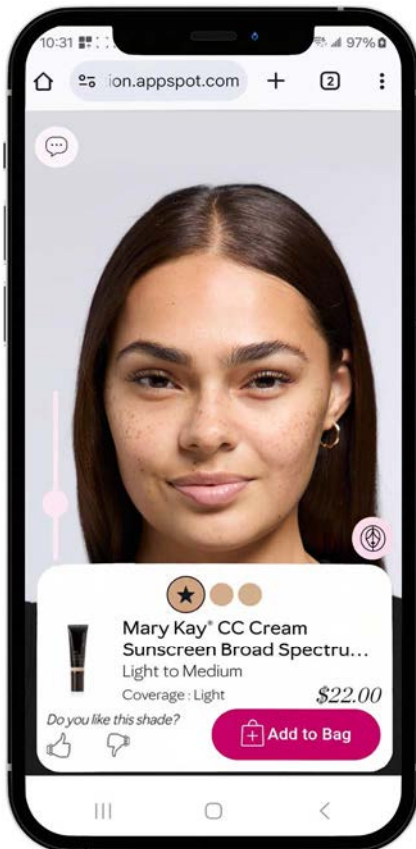
WHERE HIGH SCIENCE MEETS BEAUTY TECH

At Mary Kay, beauty tech and advanced scientific innovation are central to driving sustainable growth, focusing on performance products, enhancing the experience of our Independent Beauty Consultants and consumers and enabling smarter, more responsible business practices across our global operations.

To personalize product recommendations and enhance customer experience, Mary Kay has also embraced AI-powered resources such as the **AI-powered Foundation Finder** available around the world.



Our Independent Beauty Consultants now have a powerful digital partner that elevates their businesses, enhances customer trust and reimagines how beauty is delivered in a tech-enabled world.



AI-Powered Foundation Finder: A First in the Direct-Selling Industry

Launched in 2025, the award-winning Mary Kay® **Foundation Finder** uses advanced artificial intelligence to scan a customer's face on her mobile device and provide personalized foundation shade recommendations in just seconds, allowing the precise detection of 151 facial feature points.

The AI-powered tool is informed by a scientifically developed scale offering an inclusive and nuanced understanding of human skin tones. The technology captures the user's skin tone using her camera and then matches it to the most accurate Mary Kay® foundation shade by analyzing the user's skin tone and the corresponding RGB values of Mary Kay® foundation products.

The Foundation Finder is integrated into the online shopping experience, accessible from marykay.com or through the iCatalog.

[LEARN MORE >](#)

AWARD-WINNING

The Mary Kay® AI-powered Foundation Finder won the 2025 Innovation Award in Germany from the German Direct Selling Association (BDD).



Gentle enough to be used every night from day one, Mary Kay Clinical Solutions® Retinol 0.3 is clinically shown to improve the appearance of wrinkles, firmness, radiance, smoothness, and uneven skin tone.

INNOVATION POWERHOUSE:

MARY KAY HAS BEEN ISSUED 1,600 PATENTS.



*Mary Kay Clinical Solutions® Barrier Restore 1:1:3 starts reinforcing the skin barrier by 43% in just three hours.**

*Based on a clinical study evaluating 21 panelists who used Barrier Restore 1:1:3 twice daily for three days

Innovation Never Stops

At Mary Kay, innovation is an ongoing process rooted in continuous scientific advancement and responsible product stewardship. Rather than viewing a product launch as the finish line, we continually evaluate and refine our formulas through emerging scientific research, consumer insights, clinical testing, and evolving regulatory requirements.

This continuous improvement approach helps extend product relevance by optimizing performance, ensuring safety, and maintaining compliance with global regulatory requirements. By embedding scientific rigor and adaptability throughout the product lifecycle, we deliver innovations that evolve alongside consumer needs and scientific advancements.

Launched in 2025, **Mary Kay Clinical Solutions® Retinol 0.3** exemplifies this approach. Building on the latest advances in retinoid science, the formula was developed to deliver clinically proven anti-aging benefits with improved tolerability while also proactively aligning with evolving global regulatory requirements.

Skin Barrier Recovery Exclusive Technology

As scientific understanding of skin barrier health continues to advance, maintaining a healthy skin barrier has become a cornerstone of skin health. Building on these scientific insights, Mary Kay scientists developed **Mary Kay Clinical Solutions® Barrier Restore 1:1:3** to help restore the skin's natural protective barrier.

The formula features an **exclusive patented 1:1:3 ratio of fatty acids, ceramides, and cholesterol**, designed to replenish essential skin lipids and support barrier recovery. It also incorporates a proprietary ingredient complex that helps visibly reduce skin redness by targeting biological pathways associated with chronic inflammation and blood flow.

By continuously evolving our formulations through scientific discovery, clinical validation, and regulatory foresight, Mary Kay extends the value and longevity of its innovations—demonstrating that responsible innovation is not a single milestone, but an ongoing commitment.



ENGINEERING A WORLD-CLASS SUPPLY CHAIN

Our commitment to science, product innovation, product stewardship and responsible manufacturing ensures that safety, performance and sustainability are at the heart of everything we create. From ingredient and material selection to production, our process reflects an unwavering standard of excellence that puts the customer first — always.

Certification ISO 22716 for Global Manufacturing Processes

In 2025, Mary Kay achieved ISO 22716 certification, the internationally recognized gold standard for cosmetics Good Manufacturing Practices (GMP), reinforcing the Company's unwavering commitment to product quality, safety and consumer trust worldwide.

Did you know? ISO 22716 provides comprehensive global guidelines aligned with EU standards for production, control, storage and shipment of cosmetic products, ensuring safety and quality at every stage of the manufacturing process.



Built on 26 acres of land, the silver LEED-certified Richard R. Rogers Manufacturing / R&D Center (R3) is located in Lewisville, Texas in the United States.

"At Mary Kay, product safety and quality are embedded in our culture and in every aspect of how we operate."



Mike Triggs, Vice President of Global Product Quality

RICHARD R. ROGERS MANUFACTURING / R&D CENTER (R3) BY THE NUMBERS

\$100
MILLION
INVESTMENT

453,000
SQUARE-FOOT BUILDING

CAPABILITY TO
PRODUCE UP TO

1

MILLION

UNITS OF PRODUCT
DAILY ACROSS ITS 22
PACKAGING LINES.

NEARLY

60%

OF PRODUCTS MANUFACTURED
AT THE FACILITY ARE EXPORTED
TO INTERNATIONAL MARKETS,
SUPPORTING THE COMPANY'S
PRESENCE IN 40 MARKETS
AROUND THE WORLD.



Betting on Job Shadowing and Cross-Training: Proven Gains in Supply Chain Performance

The Mary Kay **Operations and Scheduling teams** at the Richard R. Rogers Manufacturing / R&D Center (R3) embarked on a **cross-functional job-shadowing initiative** designed to foster better collaboration and innovation. For several weeks, team members temporarily swapped spaces, trading office time for hands-on experience on the production floor and vice versa. Cross-functional job shadowing connects teams more closely to the heart of manufacturing, sparking insights that lead to smarter decisions, stronger problem-solving and greater agility.

Logistics Milestone: 40 Years of Innovation at ASRS

Located in Texas, Mary Kay's Corporate Warehouse, known as "ASRS" or "Automated Storage and Retrieval System," serves as the logistics hub, managing thousands of shipments globally with advanced automation and sustainability practices. Operating five days a week for 16 hours each day, ASRS handles domestic and international deliveries by ground, air and ocean. All finished goods, promotional items, components and raw materials sourced from our R&D / Manufacturing facility or other suppliers are stored in its 19,665 pallet storage locations. In 2025, ASRS proudly celebrated 40 years of innovation.

BY THE NUMBERS (ANNUALLY)



In 2022, AGV #13 was painted pink in honor of Mary Kay Ash's legendary lucky number.

2,000

OUTBOUND SHIPMENTS
VIA CONTAINERS, AIR
FREIGHT AND TRUCKS



400

INBOUND INTERNATIONAL
SHIPMENTS PROCESSED

3,800

DOMESTIC SHIPMENTS
RECEIVED



We Believe in Women Before They Believe in Themselves

Our Commitment to Direct Sales

The Mary Kay business opportunity empowers women around the world to build their businesses on their own terms, selling high-quality Mary Kay® products, sharing beauty and confidence within their communities and earning a supplemental income with flexibility.

Through direct selling, we are proud to foster a low-risk pathway to independent entrepreneurship that evolves with the needs of women and consumers at every stage of their lives.

All over the world, millions of women have enriched their lives and the lives of countless others through their Mary Kay businesses.

Moved by its mission of “enriching women’s lives” and led by **CEO Ryan Rogers**, Mary Kay operates in 40 markets globally.

Mary Kay is a family-owned and family-led direct-sales Company that enables women to build flexible, independent businesses selling skin care and cosmetics.

ECONOMIC IMPACT OF DIRECT SELLING

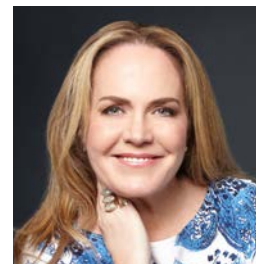
- With more than 100 million people engaged globally, the direct-selling industry contributes billions to national economies every year through sales, taxes and opportunity creation. 72% of independent representatives are women.*



- Direct selling is open to all — regardless of age, background, education or experience, offering a level playing field for anyone willing to put in the effort.

When you buy from a Beauty Consultant, you’re supporting a local woman-led business and the families and communities that thrive because of it.

Tara Eustace, Chief Opportunity and Sales Officer



*Source: World Federation of Direct Selling Associations (WFDSA)



BY THE NUMBERS

GLOBALLY

THE GLOBAL DIRECT SELLING MARKET IS PROJECTED TO REACH APPROXIMATELY

\$815.4

BILLION USD

BY 2034 FROM AN ESTIMATED \$418.4 BILLION USD IN 2024.*

IN THE U.S.

DIRECT SELLING CONTRIBUTES AN ESTIMATED ANNUAL

\$79+

BILLION

TO THE U.S. ECONOMY, SUPPORTING HOUSEHOLD SPENDING, SUPPLY CHAINS AND GOVERNMENT REVENUE.**

73%

OF DIRECT SELLERS IN THE U.S. ARE WOMEN.†

MORE THAN

12.2

MILLION

INDEPENDENT CONTRACTORS ARE INVOLVED IN DIRECT SELLING IN THE U.S., EARNING SUPPLEMENTAL INCOME AND BUILDING THEIR OWN BUSINESSES (REPRESENTING EVERY U.S. STATE).**

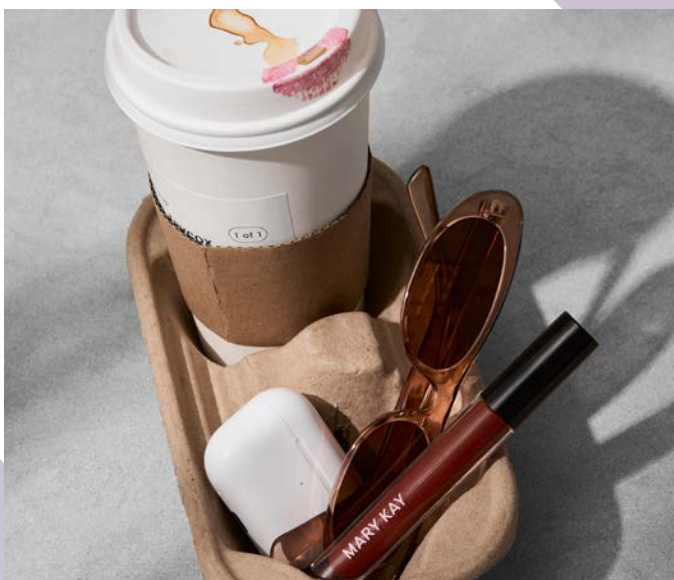
\$34.7

BILLION

IN RETAIL SALES GENERATED THROUGH DIRECT-SELLING ACTIVITIES.**

DID YOU KNOW?

Mary Kay uses a direct-selling model: Our products are purchased by Independent Beauty Consultants who sell them directly to their customers at retail prices through personal, one-on-one interactions rather than in a traditional retail store.



United States: Introducing Mary Kay to Next Gen Through a Social Series

Launched in 2025, the bold *Miss Conceptions* social media series leaned into “real talk” about the Mary Kay brand and business opportunity with humor, authenticity and cultural relevance. *Miss Conceptions* introduced a fresh digital persona to the next generation of beauty-lovers and aspiring entrepreneurs, sharing that Mary Kay is a place where beauty and opportunity meet.

*Tajammul Pangarkar. (March 24, 2025). Direct Selling Market to Reach USD 815.4 Billion by 2034 at 6.9% CAGR. Retrieved from: <https://www.news.market.us/direct-selling-market-news/>

**Sources: DSEF 2026 US Economic Impact Report. DSEF 2025 US Growth & Outlook Study.

†U.S. Direct Selling Association



Championing Women

Mary Kay has a long-standing legacy of championing policies that protect and expand women's access to entrepreneurship through direct selling.

We believe direct selling is a powerful pathway for women to build their own businesses, earn extra income on their own terms and gain the confidence, skills and support they need to thrive.

We advocate for public policy frameworks that recognize the value of independent work and help remove barriers that can limit women's ability to start, sustain and grow their own businesses. Through this work, we support a more inclusive entrepreneurial landscape — one that enables women to build extra income, independence, skills and long-term economic opportunity on their own terms.

Advocacy Landmark for Entrepreneurs: New Bill Moves Closer to Protecting Direct Sellers and Independent Work in the U.S.

On Sept. 17, 2025, the Direct Selling Association (DSA) held its Direct Selling Day on Capitol Hill, where entrepreneurs rallied to support H.R. 3495. This historic event saw the House Committee advance the bill, which clarifies that direct sellers and real estate agents are independent contractors under the Fair Labor Standards Act (FLSA).

The Bigger Picture: Direct Selling's Economic Impact*

- **\$79.2 billion** in total contributed to the U.S. economy and **\$11.4 billion** contributed to government revenue
- **12.2 million** direct sellers nationwide with **\$34.7 billion** in retail sales every year

Connecting Entrepreneurs Directly With Policymakers

The **Direct Selling Day on Capitol Hill** powered by the Direct Selling Association (DSA) in September allowed more than 85 direct sellers and executives from across the country to meet with more than 100 lawmakers, bringing their stories, business experiences and insights directly to the nation's decision-makers. They jointly shared what it truly means to be a small-business owner and entrepreneur – setting their own schedule, working around family responsibilities and on their own terms outside of the traditional 9-to-5 model. For these individuals – and for millions of others – direct selling is about more than extra income. It's about independence, flexibility and empowerment.

LEARN MORE >



* Direct Selling Education Foundation (DSEF) 2026 U.S. Economic Impact Report

Building Trust Through Entrepreneur Voices

At Mary Kay, advocacy is an extension of the Company's mission and culture. Our grassroots advocacy efforts are informed by our network of Independent Beauty Consultants whose firsthand experiences bring a human dimension to policy discussions. By empowering women entrepreneurs to share their stories, focusing on thoughtful engagement and prioritizing long-term relationships with policymakers, Mary Kay has built an advocacy model rooted in authenticity.

WE ARE PART OF MORE THAN
100 BUSINESS AND INDUSTRY
ORGANIZATIONS AROUND THE WORLD.

"Since our creation in 1963, our products are sold exclusively by our Independent Beauty Consultants — entrepreneurs who build their own businesses and connect with customers in their communities.

Beauty Consultants are independent small-business owners who define success on their own terms while being supported by Mary Kay and our broader Mary Kay community. Public policy often intersects with how independent entrepreneurs operate, making engagement important for ensuring their perspectives are understood. When our Independent Beauty Consultants speak with policymakers, they share firsthand experiences in entrepreneurship, small-business ownership and economic opportunity.

Authentic stories often add a powerful human dimension to policy discussions."

Anne Crews, Vice President of
Public Affairs and Government
Relations



Educating Elected Officials About the Mary Kay Opportunity

- **Congressional skin care classes and entrepreneurship roundtables** where legislators meet local Beauty Consultants and hear firsthand how they run their businesses in a small setting.
- **Connecting policymakers with their constituents** helps them understand the presence of entrepreneurs in their communities, the economic impact they represent in their district as well as the impact of legislation on Mary Kay Independent Beauty Consultants.
- **Site visits** where policymakers visit Mary Kay facilities and meet the employees and entrepreneurs connected to our business.





ESG Global Alignment

We at Mary Kay are proud to be a family-owned, privately held business. Giving back to benefit communities is an important part of our culture. We also hold ourselves to the highest **Environmental, Social and Governance** (ESG) standards. We work in alignment with many global frameworks.

- In March 2019, Mary Kay took the first step in its **Women's Empowerment Principles** (WEP) journey, becoming a global signatory during the Commission on Status of Women (CSW63). The Mary Kay Asia-Pacific region joined the WEP in 2023. The WEP provides a holistic framework for companies to promote gender equality and women's empowerment in the workplace, marketplace and community and drives positive outcomes for society and business.
- In 2021, Mary Kay became a member of the **United Nations Global Compact** (UNGC), which is a voluntary initiative that encourages businesses to adopt sustainable and socially responsible practices. The initiative is based on 10 principles that cover human rights, labor, the environment and anti-corruption. Every year, we release our "Communication on Progress" report to UNGC. We also release our annual Mary Kay Sustainability Report to share our sustainability efforts, key initiatives and our work in partnership with external organizations, nonprofits, trade associations and intergovernmental agencies.
- Alignment with **United Nations Sustainable Development Goals** (SDGs). Mary Kay contributes to the SDGs defined by the United Nations and has undertaken its priorities and commitments in the context of leading global mandates, including the Ten Principles of the United Nations Global Compact, the seven Women's Empowerment Principles and the Sustainable Ocean Principles.

Mary Kay's Policies and Public Statements

Mary Kay's commitment to labor issues in the context of its employees is set out in its **Employee Handbook**.

Mary Kay also has a standalone **Supplier Global Code of Ethics and Supplier Accountability Guidebook**, which outlines Mary Kay's commitment to upholding its values and expectations about conducting ethical business standards and practices with its supply chain business partners.

Mary Kay has a **Global Anti-Corruption Compliance Policy**, which sets out the Company's position and commitment to demonstrating and highlighting the core ethical values that Mary Kay's operations worldwide are built upon and reinforces the governance principle of "doing the right thing." Employees, officers, directors, vendors and other third parties that do business with Mary Kay (including those of Mary Kay subsidiaries) are subject to the policy as well as anti-bribery or anti-corruption laws in the countries where we do business.

Mary Kay is committed to strengthening supplier diversity in our supply chain. Mary Kay continues its partnership with **EcoVadis**, a third-party supplier ESG desktop assessment, that evaluates supplier actions in four main ESG areas using validated evidence: Ethics, Environment, Labor & Human Right and Sustainable Procurement. EcoVadis is a globally trusted platform for sustainable business ratings.

We have a more-than-60-year history of being a leader in the direct-selling industry. A member of the U.S. Direct Selling Association (DSA), we hold ourselves to the highest standards under the **DSA Code of Ethics**.



MARY KAY

16251 Dallas Parkway
Addison, Texas 75001



@MaryKayGlobal

For general inquiries, please
contact: +1 972-687-5300

For media inquiries, please
contact: +1 972-687-5332
media@mkcorp.com

For more information, please
visit: marykayglobal.com

