

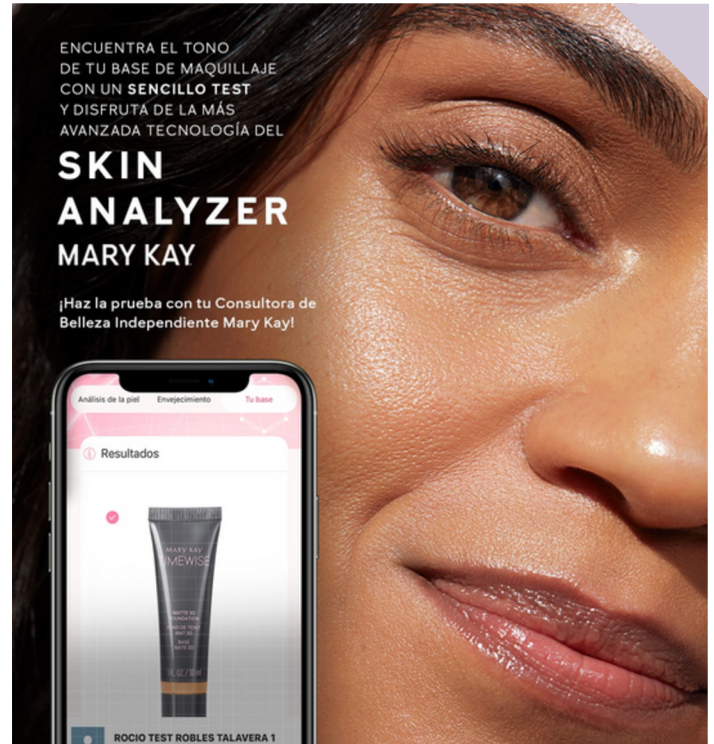


MARY KAY DIGITALIZATION

THE POWER OF DIGITAL TRANSFORMATION

Turning Clicks Into Connections

We are leveraging all our technology to create a **truly unified and seamless brand experience for our Independent Beauty Consultants (IBCs) and for their customers around the world.** By removing barriers and blending direct and social selling, we are enhancing the day-to-day experience of running their business and making selling easy and effective for our IBCs.



One of the most advanced AI-powered technologies in the world.

We are energized to ignite innovation, empower our Independent Beauty Consultants to sell with confidence wherever they are, and connect the next generation to a vibrant, sustainable and dynamic earning opportunity.



INNOVATIVE DIGITAL TOOLS

Mary Kay® Skin Analyzer is a tool that brings skin care and AI technology together at one's fingertips. It helps customers understand the unique characteristics of their skin and create a customized skin care routine. Different versions of the App are available in the Asia-Pacific, North America, and 5 markets in Latin America regions.

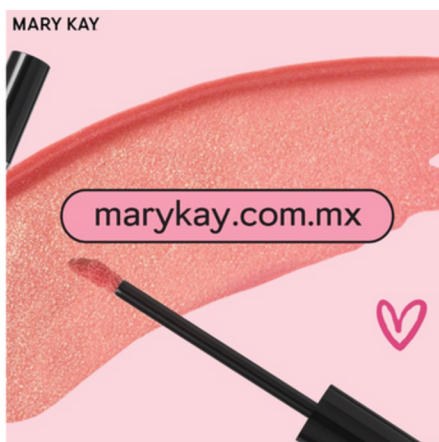
"Your Business, Your Way"

E.COMMERCE IN THE US, MEXICO, BRAZIL AND SPAIN: MAKING THE SHOPPING EXPERIENCE EASY AND EFFICIENT

The "Run Your Business Your Way" platform allows Independent Beauty Consultants to provide their personal online selling link to their customers, who can then order directly from the website and have products shipped to their homes.

Combining both social and in-person selling, "Run Your Business Your Way" aims to attract the next generation of IBCs who seek flexible selling options that align with their lives and priorities to serve consumers accustomed to the convenience and immediacy of online shopping.

The Mary Kay "Run Your Business Your Way" Campaign in Mexico.



DID YOU KNOW?

Our AI Committee is responsible for implementing the vision and strategy for AI within the organization. The committee plays a crucial role in:

- Evaluating existing and new AI systems, applications and use cases with a focus on quality, reliability and usability; while ensuring they meet compliance, moral and ethical standards, security and legal requirements.
- Fostering a culture of trust, responsibility, and innovation, sharing best practices, identifying and mitigating risks and leveraging opportunities. Regular progress reports are provided to the AI Council, and the committee assists in building an AI Literacy Program.



^[1]Translation: "Where you want, how you want, when you want."

EMPOWERING OUR ENTREPRENEURS TO RUN THEIR DIGITAL BUSINESS WITH CONFIDENCE

"Phygital" is about enriching traditional personal interactions at the heart of the Mary Kay selling opportunity by adding layers of digital sophistication.

Mary Kay "Phygital" strategy launched in Mexico and Brazil in 2024, with Colombia to follow in 2025.

In an increasingly interconnected world, consumers expect an omni-channel shopping experience. By offering best-in-class **digital and in-person tools** as well as training, education and mentorship, we are reshaping how our Independent Beauty Consultants (IBCs) engage with their customers and market their products and services and enabling them to run their small businesses efficiently in a digital marketplace.

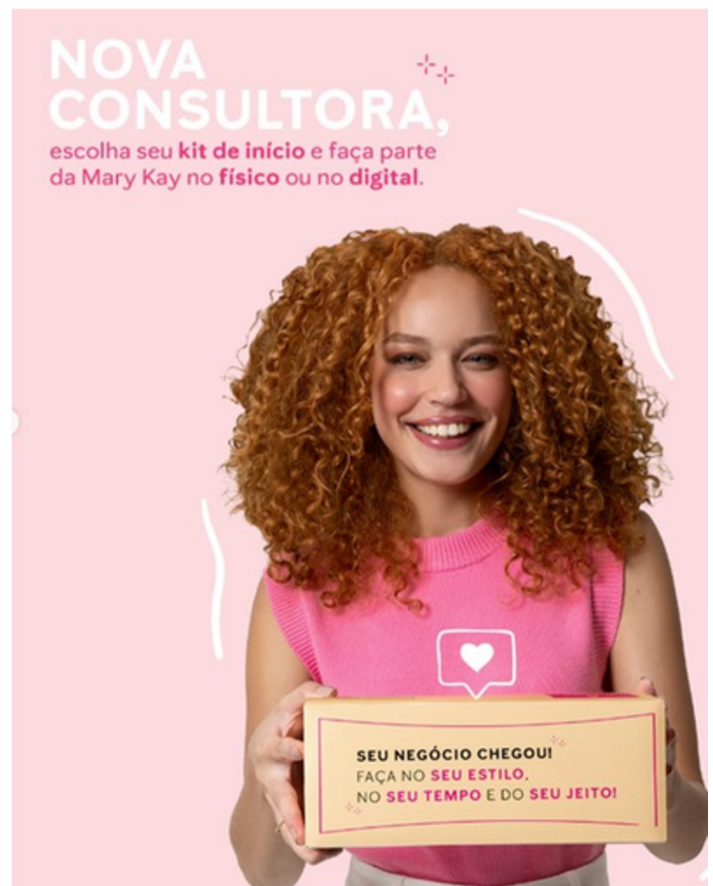
With "Phygital," our IBCs are expanding their reach, enjoying in-person or online selling options while offering their customers the unique Mary Kay service and experience wherever they are.

Leveraging cutting-edge technologies such as AI, Augmented Reality or Interactive screens, our "Phygital" strategy helps deliver immersive and personalized shopping experiences that resonate deeply with the ever-evolving expectations of modern-day consumers.

Combining social selling, e-commerce and personalized customer service is the winning formula to attract the next generation of IBCs and consumers accustomed to the convenience and immediacy of online shopping.

[Image 1] Translation: "Be Phygital!" On the box: "Achieve Your Dreams with Mary Kay."

[Image 2] Translation: "New Consultant, Choose your Starter Kit and be Part of Mary Kay in the Physical or Digital World!" On the box: "Your Business has arrived! Do it in your Style. On your Time and your Way!"



AI-generated model.

Highlights from Mary Kay's Phygital Campaign in Brazil, showcasing starter kit options for new Independent Beauty Consultants: a Digital Kit with top-selling products and QR-linked training for instant social selling, or a Physical Kit featuring the Timewise 3D set and tools so she can offer a personalized "try before you buy" experience for in-person consultations.

