

Business Policies and Procedures for Avon Independent Ambassadors

Avon believes Independent Ambassadors should understand the values that guide the Company. These values are reflected in these policies and procedures.

Effective 10/01/24

Whether you are new to Avon, or you have been with us for years, please take the time to carefully read these Ambassador policies and procedures ("Policies"). These Policies, in conjunction with your Independent Ambassador Contract Terms and Conditions, govern your contractual relationship with Avon.

You also agree to abide by all future changes to these Policies made by Avon. Manipulation or violation of these Policies is prohibited and may result in the loss of earnings, awards and potentially lead to the termination of your Avon account.

Avon reserves the right to alter and amend these Policies to better serve the needs of our Ambassador and Avon. Avon Independent Ambassadors were formally called Avon Independent Sales Representatives.

Table of Contents

Page 3 Policy Overview

Page 4 Start Your Business

Page 7 Ethical Conduct

Page 8 Selling

Page 17 Advertising & Promotion Policies

Page 23 Reinstatements, Reappointments and Removals

Page 24 Glossary of Avon Terms

Addendum A – Leadership Policies

Policy Overview

☐ **All The Avon Company (“Avon”) Independent Ambassadors (“Avon Ambassadors” / “Ambassadors”) are independent contractors.**

☐ Ambassadors are not agents, joint-ventures, employees, distributors, partners, or franchisees of Avon and may not represent themselves as such.

☐ Ambassadors are responsible for meeting their contractual obligations.

☐ Each Ambassador is responsible for his or her own business decisions and expenditures, including the payment of self-employment or other taxes required by Federal, state and local laws.

☐ All Ambassadors are responsible for ensuring that they and their businesses comply with all applicable Federal, state and local laws, and that they do not engage in any practice that violates such laws. For example, Ambassadors should comply with applicable state and/or local tax and licensing requirements.

☐ Incorporated within these Policies, the Advertising and Promotion Policies for Avon Ambassadors outline advertising parameters for promoting an Ambassador’s Avon business while protecting the integrity of the Avon brand.

Note: The information found in these Policies and on Avon.com, in their entirety, constitutes the complete and current policies and procedures. Therefore, in the event of a conflict between the information contained here and/or on Avon.com, and information provided to you by the Avon Care Center, Avon Account Executive, Leadership Mentor (Upline Ambassador) or any other source, the information contained here and/or on the Avon.com site will control. **Exceptions may be made to any of the policies, rules or program content on a case by case basis.** These Policies may be modified by Avon at any time in its sole discretion by express amendment of these Policies or by the adoption of separate policies, rules, codes of ethics or the like that may have the effect of modifying those contained in the following pages. Always reference Avon.com for updates and current information on these Policies.

Start Your Business with Avon

A new applicant becomes an Ambassador by enrolling online or by calling the Avon Care Center, if online access is unavailable. The enrollment process ("Enrollment") consists of fully completing the Avon Independent Ambassador Contract ("Contract") and accepting its Terms & Conditions. Please note the following Contract requirements:

- Only one Contract/account is allowed per Individual and one Ambassador/account per household.
- All Applicants must:
 - be 18 years of age and the age of majority in their state of residence.
 - live, be authorized to run a business, and have an address to which products, correspondence and other items may be sent, in the United States of America, the District of Columbia, Guam, or Saipan.
 - provide a valid email address not already associated with another Avon Ambassador.
 - establish their Avon account in their legal name. Nicknames may be used for your public facing customer profile if they abide by Avon's policies. All Ambassadors must provide unique contact information when establishing their account, which includes, but is not limited to, mailing address, phone number, and email address.
 - A mentor/upline's contact information MAY NOT be used. Ambassadors must always maintain current account information.
 - Ambassadors will be required to register for an Avon Wallet account (provided by Hyperwallet) to receive any payments, incentives, or rewards. You must provide a social security number or ITIN number.
 - All Ambassadors are independent contractors. Ambassadors are not agents, joint-ventures, employees, distributors, partners, or franchisees of Avon and may not represent themselves as such.
 - Your Mentor or Upline Leader is the person that brought you into the business or was assigned to you at the time of your enrollment or by Avon. This individual is your primary contact for any business-related items.
 - At the time of Enrollment, no fees other than any applicable enrollment fee (if any) is required of Ambassadors.
 - Length of Association with Avon ("LOA") is determined by the number of Campaigns beginning with the Campaign of enrollment.
 - If any member of an Ambassador's household, family member or any helper/sub-seller engages in any activity that would violate an Avon policy, that activity will be deemed a violation by the Ambassador.
 - **Avon or the Ambassador may terminate the Ambassador Contract at any time, for any reason, or for no reason at all.**

For all Contract terms and conditions, please see:

- DSA Code of Ethics – Avon is a proud member of the Direct Selling Association (DSA). As an Avon Independent Ambassador, you are expected to read, understand and honor the DSA's Code of Ethics, which can be found at www.dsa.org or on Avon's website.
<http://www.dsa.org/consumerprotection/code-of-ethics>

Co-applicants

Avon will permit two people who wish to be Ambassadors together to become co-applicants on a single account. Both must be 18 years of age and the age of majority in their state of residence.

- One person must be designated on the Contract as the Primary Ambassador and complete the Enrollment.
- At the time of Enrollment, the Primary Ambassador will accept the Terms & Conditions on behalf of him or herself and the co-applicant.
- The Primary Ambassador and the co-applicant are considered one and the same for purposes of the Leadership Program
- In the case of recognition or awards, unless otherwise noted, only one achiever per account (either the Primary Ambassador OR the co-applicant) is eligible for trips, recognition, and incentives.
- No Ambassador may have multiple Avon accounts.
- Avon will permit an existing Ambassador to add to her/his account a co-applicant who does not have a separate Avon account. The existing Primary Ambassador and new co-applicant must complete the Co-applicant Enrollment form. The Form can be faxed to 866-287-2866 or emailed to Coapplicants@avonusa.com. A co-applicant may not be changed more than once in a two-year period. You may access the form on Avon.com.
- A co-applicant may be removed from the Primary Ambassador's account by submitting a written and notarized request signed by both parties. In certain circumstances, Avon will require additional documentation.
- Avon will permit a co-applicant who has been on account for at least 13 Campaigns to become the Primary Ambassador and for the Primary Ambassador to become the co-applicant. This may happen only once in any two-year period. An account change request must be processed through the Avon Care Center via Coapplicants@avonusa.com.
- A co-applicant may assume sole responsibility in the event that a Primary Ambassador discontinues participation, provided the co-applicant was on the account for a minimum of 13 Campaigns and submits a written request to Avon. Should a co-applicant assume sole responsibility for an account then the Length of Association (LOA) will be reset based on that individual's time on the account. Exceptions to the LOA policy will be considered if requested in writing in advance for legacy accounts.
- In the event of death of the Primary Ambassador, the co-applicant may assume primary responsibility for the account within 30 days. A new Contract must be completed that accurately reflects the co-applicant as the Primary Ambassador on the account.
- Avon may remove a co-applicant from an account at any time in its sole discretion.

Corporations, Partnerships, and Other Legal Entities

Avon will permit an Avon account to be established in the name of a corporation, partnership, Limited Liability Company or other legal entity ("Entity") under the terms and conditions set forth below. The Entity must comply with all policies and procedures that apply to individual Ambassadors.

- Before an account may be established in the name of an Entity, Avon must approve all owners of the Entity and the person who will be the principal contact with Avon on behalf of the Entity. The approval request shall be submitted directly to Cincinnati.Support@avonusa.com.
- The approval request must include the name, and address of all owners of the Entity. The individual who will be the principal contact person with Avon must be an owner of the Entity and, upon approval, sign the Contract on behalf of the Entity. By signing the Contract, the

principal contact person is guaranteeing all financial obligations of the Entity to Avon. The principal contact person may not change more than once in any two-year period.

- Recognition may be done in the name of the business entities' primary contact or the LLC name on the account. Live/in person recognition is always done in the primary account holder's name.

- At the time the Contract is signed, Avon must be provided with a current Federal Employer Identification Number (FEIN) for the Entity from the Internal Revenue Service.

- The name of the Entity may not contain the name "Avon" or otherwise infringe on any trademark belonging to Avon or other third parties.

- Former Ambassadors whose accounts were removed by Avon for cause may not have an ownership interest in the Entity or participate in the operation of the business.

- Not-for-profit organizations including religious organizations, schools, PTAs or other charitable organizations may not be appointed as Avon Ambassadors.

Ethical Conduct

You must avoid all deceptive, misleading, unethical or immoral conduct or practices, and you must exhibit high moral character in your personal and professional conduct. Ambassadors shall not engage in any conduct that may damage the goodwill or reputation of The Avon Company or any related company. While it is impossible to specify all misconduct that would be contrary to this policy, some examples include the following:

- a. Deceptive Conduct - You must ensure that statements and representations to the Company, the public, and to your peers are truthful, fair, accurate, and are not misleading in any fashion. Specific examples of deceptive conduct include but are not limited to:
 - o Use of aliases to maintain multiple accounts.
 - o Usage of other individuals' passwords, identifying information, or payment methods.
 - o Placing orders for reasons other than bona-fide personal or customer demand.
- b. Uncooperative or Competitive Behavior – Our Avon Ambassador community is a supportive place built on development and cooperation. In addition, Ambassadors should honor all customers choices to shop with the Ambassador that they prefer—or even to work directly with The Avon Company without a Ambassador.
- c. Discrimination and/or Harassment – You should refrain from making and/or relaying statements on social media and/or via other means of communication that may be viewed as discriminatory or harassing.
 - The Avon Company has adopted a zero-tolerance policy concerning any form of harassment or discrimination based on race, religion, color, national origin, ancestry, genetic information, marital status, sex, gender identity/expression, pregnancy, parental status, age, military status, sexual orientation, medical condition, physical or mental disability, and/or any other category protected by local, state/provincial/territorial, or federal law.
 - Harassment or bullying is defined as one-time or repeated personal attacks on any individual, group, or entity that is intended to intimidate, degrade, humiliate, or undermine, or which risks the physical or mental health of any individual. These may be communicated via written, verbal, or electronic means.
- d. For purposes of this policy, such behavior may constitute a violation, even if it is not directly related to The Avon Company.

Selling

Avon provides its Ambassadors with a broad selection of products for purchase at discounts that vary based upon the volume of the Ambassador's orders. The Avon selling calendar is divided into two-week increments, or "Campaigns," which are supported by a dedicated Avon sales brochure that highlights new products and special promotions. Ambassadors are expected to provide consistent and timely service to their customers.

Order Fulfillment: As stated in the Ambassador Contract, all orders are subject to acceptance by Avon.

Placing Orders: Ambassadors are expected to place and pay for orders according to the campaign processing schedule. Ambassadors with an account balance in good standing may submit a completed order to Avon to receive products, sales, and business tools. **Ambassadors may not enter orders on behalf of another Ambassador or manipulate another Ambassador's account or customer's personal information for the Ambassador's personal gain. Ambassadors should not use their personal account (sometimes referred to as back office) to place orders that ship directly to a customer's address. Customer orders shipped to a customer's addresses should be placed through the direct delivery system.**

Payment: Full payment is due at the time the order is placed on Avon.com or via other means. **Ambassadors may not make payments for or on behalf of another Ambassador or manipulate another Ambassador's account for personal gain. Only one credit card can be used per order and only for the full amount of the order. It may be combined with any established Avon credit. Ambassadors should not use a customer's or others credit card to pay for orders on the Ambassadors personal account.**

Pricing: Avon maintains the right to change product prices at any time without prior notice. Avon will not adjust prices on products once they have been ordered. The only exception to this is in the case of Avon error. Sales pricing or special offers are only offered to customers attached to Ambassadors, unless otherwise stated. Adjustments will not be made after submission.

Shipping: Avon provides shipping at variable rates based on order size. Please refer to our published rates posted on Avon.com. Ambassadors residing in Alaska, Hawaii, Guam and Saipan are subject to additional shipping fees. **Customers shopping with you on your online store** will pay \$8 shipping on Direct Delivery orders below \$60 and receive free shipping for orders of \$60 or more. Their free shipping fees will be shared by you and Avon. Please see Avon.com for details.

Earnings Level: Earnings Level is the percentage discount that an Ambassador receives on an Avon.com order (or credit received on an Online Store sale) as determined by an Ambassadors sales level. All products within the Avon Brochure, Avon Online Store, Specialty or Novelty flyers, Fundraisers, samples, business tools, brochures, sales center orders and a portion of the price of Demonstration products (Demos) count toward Earnings Level. Enrollment fees and recruiting tools DO NOT count toward Earnings Level. Earnings Level discount is based on the product category and sales achievement level. See earnings chart below for current earnings levels. Please note earnings levels are subject to change at any time. Always refer to the Earnings Chart posted on Avon.com for most up-to-date information.

Ambassador Level:

SALES LEVEL	CAMPAIGN SALES	ANNUAL SALES	BEAUTY	FASHION & HOME
Contender	\$0 - \$39.99	-	0%	0%
Contender	\$40.00 +	-	25%	20%
Premier	No minimum	\$5,000	30%	20%

President's Recognition Level:

SALES LEVEL	ANNUAL SALES	BEAUTY	FASHION & HOME
President's Club	\$10,000	40%	25%
Honor Society	\$20,000	40%	25%
Rose Circle	\$35,000	45%	25%
David H. McConnell Club	\$65,000	45%	25%
President's Council	\$110,000	45%	25%
Inner Circle	\$220,000	50%	25%

President's Recognition and Premier Levels earned in 2023 will be continue through 2024, or as you qualify for PRP in 2024.

Personal Award Sales: Includes your personal purchases and your customers' orders. Almost everything you order from Avon counts toward your Personal Award Sales including sales aids such as samples, sales tools, demos, brochures, and flyers. Double Dollars and other bonus sales incentives are not included. Personal Award Sales are the basis of determining your sales level in the President's Recognition Program. The program is open to all Active Ambassadors in good standing, unless they fall into a specifically excluded class. See the Sales & Recognition tab on Avon.com for more details.

- Customer orders placed on Avon.com are credited to your campaign at the time of submission. A small number of orders may be held for review and will be credited upon release. Sales Center orders are credited to your campaign the same day of your purchase up to the close of business on the day of your purchase.
- Ambassador orders are credited at the time the order is submitted. A small number of orders may be held for review and will be credited at the time of release.

Personal Use: Avon's sales model is built upon direct sales to the ultimate consumer. However, Ambassadors may wish to purchase products in reasonable amounts for their own personal or family use. Ambassadors should not purchase large quantities of inventory in unreasonable amounts solely for the purpose of qualifying for Earnings Levels, President's Recognition Program title/achievement, advancement in the Leadership program or any incentives. Returns after

qualification periods will be closely monitored and may result in disqualification of the Ambassador's achievement.

Customers: Avon wants to make sure you are connected with your customers.

- Always share your Online Store URL with customers, which will take them directly to your site to shop.
- **Enroll** to be included in the Find an Ambassador search for customers, as well as the Search for an Avon Mentor feature for recruits in the Ambassador sign-up process.
 - To enroll or update your preferences please sign in on Avon.com, and on the **My Profile** page, scroll down to **Preferences**, where you'll find the enrollment to **Let Customers & Recruits find me online**.
 - Ambassadors must be active, and their Avon account must be current and in good standing. (President's Club Ambassadors may be up to one campaign past due).
- Ambassador must have an active online store. Under the **My Profile** page, select your favorite Categories, Lifestyles and Interests.

Customers will have two ways to Find an Ambassador:

1. **'I already know a Rep'** allows customers to find you by name and select you as the Ambassador they would like to shop with online. Up to 25 results could be shown.
2. **'Find My Perfect Rep'** allows Avon to recommend up to 15 Ambassadors to customers based on criteria the customer selects, such as Location, language, or common interests. Selecting your own criteria in the Profile page will help you match to customers with common lifestyles, interests, and the categories they like to shop, and you love to sell.

Product Shortages: Avon cannot always guarantee the availability of products.

Sales Tax: Avon provides a service to Ambassadors by remitting the appropriate sales tax amount to each state or municipality and filing sales tax forms, as required by law, at the time of purchase. The amount of sales tax is based on the product's brochure price and calculated at the local tax rate. The tax that has been paid by Avon is then reflected on the Ambassador's invoice.

Tax Exemptions: Generally, Ambassadors are not entitled to sales tax exemptions. See Avon.com for details on special exemptions relating to Avon approved fundraising orders and LABC accounts.

Fees: Avon reserves the right to charge fees for various items, including shipping, handling, and fuel surcharges. Avon will always alert Ambassadors at least ten (10) days in advance of changing or altering a fee.

End of year and other Government Reporting: Each calendar year, Avon will issue 1099 tax forms for the previous year if one or both of the following occurs:

- You made purchases from your Avon account totaling over \$5000 Ambassador cost.
- You earned \$600 or more in leadership checks, bonuses, trips, incentive prizes or rewards.

Incentives:

- Personal Sales Protection cannot be used towards sales qualifications during any incentive.
- Purchasing of a downline, reinstatement of a downline or roll up will not be considered in title advancement bonuses or achievement in incentives.
- Avon reserves the right to audit all performance data when determining incentive reward eligibility and reserves the right to disqualify or remove any Ambassador if it determines has violated principles of fairness and program intent.
- Ambassador's account must be active, in good standing and current (President's Club members cannot be past due more than 1 Campaign with credit). Avon reserves the right to review and withhold rewards for account balances over \$500. Accounts will be reviewed in the Campaign after the incentive closes and again at the time of invitation or reward distribution, any account past due 2 or more Campaigns will be disqualified. If an account is removed prior to the award distribution, then they will be considered disqualified.
- All federal, state, and local taxes, if any, associated with acceptance of the reward are the Ambassador's responsibility.
- Award Sales include Direct Delivery, Sales Center orders, and demos (preview products). Gifts with purchase do not count for our promotions.
- To ensure credit for sales in a campaign, orders must be submitted by 11:59 ET on the final day of the campaign. If an order goes into review and is not cleared prior to the campaign cut off on the final day of the campaign it will count towards the next campaign.
- Any requests for exceptions must be submitted through the Avon Care Center within one campaign of that campaign closing unless the deadline appears sooner in the incentive policies.
- Rewards cannot be transferred or substituted by achievers. Rewards cannot be redeemed in cash.
- Avon reserves the right to substitute a reward (or portion thereof) with something of comparable or greater value, at its sole discretion.
- Avon reserves the right to adjust any incentive program's rules and regulations, and/or cancel any incentive program, at any time in its sole discretion.
- Recognition may be done in the name of the business entities' primary contact or the LLC name on the account. Live/in person recognition is always done in the primary account holder's name.
- Anyone found recruiting for another business or direct selling company at an Avon sponsored event could be asked to leave that event immediately and at their own expense.
- In addition to the rules stated within these Policies, incentives and promotions are subject to their own terms and conditions.

Non-Solicitation/Conflicts of Interest: Avon believes our Ambassadors are more successful when focusing on one direct selling business and we do not encourage multiple businesses, nonetheless, should you elect to own a second direct selling business, you must adhere to the following:

- An Avon Ambassador may participate at any time in other direct sales, multilevel, network marketing or relationship marketing business ventures or marketing opportunities with the exceptions listed here. However, during the Term of this Agreement and for one (1) year thereafter, an Avon Ambassador may not recruit any Avon Ambassador, Customer or Associate for any other direct sales or network marketing business.

- The term “recruit” means actual or attempted solicitation, enrollment, encouragement, or effort to influence in any other way (either directly or indirectly), another Avon Ambassador, Customer or Associate to enroll, purchase or otherwise participate in any direct sales or network marketing opportunity. Advertising another opportunity on the same print document, webpage, or social media account where the Ambassador promotes (now or in the past) Avon products or opportunity would be considered recruiting. This recruiting prohibition expressly includes receiving any compensation based on recruiting rather than selling of products with any other direct sales business, such as receiving a bonus, bounty, override commission, or other forms of compensation based on people recruited, rather than solely paying on direct product sales. This conduct represents recruiting even if the Ambassadors actions are in response to an inquiry made by another Avon Ambassador or customer.
- An Avon Ambassador can promote other Direct Sales Companies with the below noted exceptions:
 - Avon Ambassadors **may not** participate in the Avon Leadership Program with Avon at any level if they choose to be an ambassador/representative/distributor for any Competitive Direct Sales, multilevel, network marketing or relationship marketing business ventures or marketing opportunities. **(Competitive is described as any direct sales company that sells skin care, personal care, color, or haircare or other product categories Avon may offer or define in the future.**
 - Avon Ambassadors may not sell other competitive direct sales products or companies on those same webpages. Social media pages/groups or advertisements. Deleting past Avon content for a social media page in order to circumvent this policy is not permitted. Ambassadors shall not take any action that may reasonably be foreseen to result in drawing an inquiry for other Avon Ambassadors or customers relating to the Ambassador's other direct selling business.
 - Ambassadors may participate in another direct sales business solely as a customer (including as a “preferred customer” or “discount customer”), provided that they are solely purchasing products or services from the other direct sales business for personal use and are in no manner receiving any form of compensation based on selling, recruiting, or otherwise participating as a distributor (which includes

payments, free product, prizes, trips, gifts or other benefits, even if such compensation is re-gifted or donated). Receiving any such form of compensation

will be deemed as acting as a distributor with such other direct sales company.

- You may not earn a profit from other Avon Ambassadors for products, services, or business enhancers. This includes, but is not limited to, charging a fee for training or merchandise above and beyond personal expenses. All subscriptions (print or digital) or recurring costs are prohibited. Example: You may recover the costs of a sales meeting or produce an optional team t-shirt.
- You may not use any Avon channels or forums (online or offline) to solicit Avon Representatives, Customers or Associates for another direct selling business.
 - If you create a profile, page, or other online presence solely devoted to the Avon affiliation and/or products or referencing any Company Name or Trademark in the title, you should focus the content only on your Avon Representative business. Inclusion of other brands or earning opportunities is not permitted in such presences. Furthermore, you must deactivate any such online presence if your Avon account is concluded for any reason. (i.e., Avon by Melissa must be solely Avon, but Melissa Smith can include posts from any non-competitive Direct Sellers. You may not change the name for use with another brand.
 - If you operate an online presence featuring other brands or earning opportunities that is not solely dedicated to the Avon Representative affiliation and/or products, you are expected to fully comply with the Non-Solicitation Policy. You may not post on your own online presence, nor on any social media/online site, any content that may reasonably be foreseen to invite an inquiry from other Avon Representatives relating to your other direct sales business or earning opportunity. This includes request initiated by other Ambassadors either online or offline. Posts stating comments like DM me for details would be considered recruiting. You may list other companies you are involved with on your personal social media pages or other personal profile pages (i.e. Linked tree or linked in.)
- **You should keep businesses separate Do not combine them on business cards, blogs, phone messages, Facebook posts or any marketing materials).**
- **You may have non-competitive direct sales companies posted on your personal page, but individual digital asset posts should not be combined into one post.**
- **If you are a Leadership Representative with Avon and a leader with another direct sales company, Avon reserves the right to remove benefits such as any customer or Representative lead share programs.**
- **Avon and any other direct selling businesses are being recruited for together in any form of social media including but not limited to personal Facebook pages, Facebook groups, YouTube channels, Instagram account etc., then Avon reserves the right to remove benefits from programs like Avon generated new customers, or New Representatives.** This includes letting other direct sellers advertise their business to your audiences in addition to personally using your resources.
- Anyone found recruiting for another business or direct selling company at an Avon sponsored event could be asked to leave that event at their own expense.

Events: The Avon business model calls for direct sales as a method of marketing and retailing services directly to consumers in their home away from a permanent retail location. Therefore,

you may not sell or facilitate the sales of Avon products out of stores, kiosks, food establishments, or other retail or commercial outlets on an ongoing basis.

- ❑ You may participate in an event held in a retail setting, fairs, trade shows, farmers markets, flea markets, etc., lasting up to 21 days. Anything longer than 21 days requires advance approval from Avon.
- ❑ Only one Avon booth is allowed per limited event. It is your responsibility to ensure that there are no other Avon booths at the event and to provide any permits/fees or insurance necessary.
- ❑ You may not permanently display Avon products for sale in any retail location except for LABCs. You may display a small, curated display of products, preapproved advertising flyers, fundraising materials, or brochures in a retail setting.
- ❑ If you are participating in any event (i.e.: fair, festival or farmers market), you may not promote your Avon business and any other competitive beauty products in the same space.

Customer Receipts

In the event of a Product resale conducted directly between a Ambassador and a Customer, a Ambassador must provide their customer with two copies of a retail sales receipt at the time of the sale. Ambassadors should be using the customer invoicing tool provided on Avon.com (or the exact printed equivalent). The retail sales receipt sets forth certain Customer protection rights afforded by federal law.

Receipt must specifically include this language:

NOTICE OF CANCELLATION

_____ [ENTER DATE OF TRANSACTION] For in person sales \$25 and over made in the home, and \$130 and over made at temporary locations, you may CANCEL this transaction, without Penalty or Obligation, within THREE BUSINESS DAYS from the above date. If you cancel, any property traded in, any payment made by you under the contract or sales, and any negotiable instrument executed by you will be returned within TEN BUSINESS DAYS following receipt by the seller of your cancellation notice, and any security interest arising out of the transaction will be cancelled. If you cancel, you must make available to the seller at your residence, in substantially as good condition as when you received, any goods delivered to you under this contract or sale, or you may, if you wish, comply with the instructions of the seller regarding the return shipment of the goods at the seller's expense and risk. If you do make the goods available to the seller and the seller does not pick them up within 20 days of the date of your Notice of Cancellation, you may retain or dispose of the goods without any further obligation. If you fail to make the goods available to the seller, or if you agree to return the goods to the seller and fail to do so, then you remain liable for performance of all obligations under the contract. To cancel this transaction, mail or DELIVER a signed and dated copy of this cancellation notice or any other written notice, or send an e-mail message to: _____ [name of seller] at _____ [address of seller's business] NOT LATER THAN MIDNIGHT of _____ [ENTER 3 BUSINESS DAYS FROM ABOVE DATE].

I HEREBY CANCEL THIS TRANSACTION.

_____ [date]

_____ [buyer's signature]

.....

Ambassadors must retain copies of their retail sales receipts for a period of two (2) years and furnish them to Avon at the Company's request. Avon will maintain records documenting the purchases made by Customers through a Ambassadors Online Store.

Prohibited Sales Methods

Retail Sales: The Avon name is recognized around the world for quality, value and personal service. Avon is a direct-selling company with a strong belief in personal contact with the consumer.

- Ambassadors are contractually obligated to sell only to consumers.
- Ambassadors may not knowingly sell products to third parties for resale, to or through any unapproved business Entity or to any type of unapproved retail establishment.
- Ambassadors may not establish or operate their own unapproved Avon retail business, aside from those Ambassadors who already have an approved Licensed Avon Beauty Center.

Internet Sales: The only authorized Internet selling is through an Avon Online Store. Ambassadors may promote/advertise their Avon business online through various social media platforms. The direct sale/transaction of products through an online auction site (e.g. Amazon, eBay), a personal social media page, website or blog is strictly prohibited. See Avon's Ambassador Advertising and Promotion Policies for further details.

Export Sales: Avon Ambassadors may not export Avon products outside of the United States, nor may they knowingly sell products to other individuals who intend to export those products.

Outside Affiliate Programs: As an Avon Beauty Consultants you are not eligible to participate in any outside Affiliate program to promote Avon products (i.e. Rakuten or LTK). An Affiliate program involves earning commissions based on product sales through a link in addition to earnings as an Avon Beauty Consultant by providing you Avon store links.

Returning Products

If for any reason, the customer is not completely satisfied with a product, Avon offers its customers 45 days from ship date to return their product to their Avon Ambassador. Avon allows an Ambassador 60 days from the ship date to return a product. Therefore, the Ambassador has 15 additional days in which to return the product to Avon. You can request credit for a full refund using Online Returns, where you can print out an RMA to send the items back. Immediate credit will be issued for damaged, discard items. For all other items, credit will be applied once the items have been received and processed in the National Returns Processing Center. Award sales are deducted from the campaign the return is processed. Avon reserves the right to monitor returns for abuse and to investigate and take any and all appropriate action against suspicious return activity. If an Ambassador returns merchandise considered excessive for her purchased amount, and the Company reasonably believes that the Ambassador Consultant is engaging in abusive return practices and/or manipulating any Compensation or rewards program, the Company reserves the right to close the Ambassadors account.

- Items should be packaged in a box larger than a shoebox or an 8 1/2 X 11 bubble envelope.
- Only one campaign per RMA, but multiple RMAs can be included in the package. Only items on the RMAs will be credited.
- Ambassadors may use their choice of shipper at their cost.
- Credit may take up to six weeks to apply.

Within 6 months after the closure of an Ambassador's account, Avon will repurchase, at the price paid by the former Ambassador, or reasonable commercial terms, currently marketable inventory and required sales aids that the Ambassador purchased within the previous 12 months. If there is an outstanding balance due to Avon, any product returned will be applied towards clearing said balance.

Non-Solicitation of Avon's Ambassadors and Customers

You may not solicit existing or prospective customers or Ambassadors using information obtained from Avon through any Avon website, or any other Avon generated source as a lead source for any other business – whether related to direct selling or outside the direct selling channel. You may not use such customer or Ambassador information as a lead source for a private or outside business. This includes any business you may be involved in either on a commission or consignment basis. For example, you may not solicit your team or customers to buy car insurance from your brother; purchase an App or software whereby you or a family member are compensated with commissions or bonus; or recruit your Avon-generated downline members to join another direct selling company. This is in violation of Avon's Terms and Conditions of Use, and considered a conflict of interest and violation of your Contract.

Advertising & Promotion Policies - Promoting your Avon Business

Local advertising and social networking are great ways to promote your business. We encourage you to make your presence known! As an Avon Ambassador, you represent Avon in your actions, advertisements, posts, and content and as such must adhere to the Principles and Policies stated below.

The Basics

The Avon name is recognized around the world for quality, values and personal service. Avon is a direct-selling company with a strong belief in personal contact with the consumer.

- You must always identify yourself as an Avon Independent Ambassador. You should use the approved Avon logo where appropriate. You should not use the company name The Avon Company (or any predecessor including New Avon Company, New Avon LLC and Avon Products Inc.) in any of your communication or promotions. You may add your current leadership or sales level title. You should never use the phrase or any version of the phrase Avon Official.
 - Ex: Mary Smith Avon Independent Ambassador – CORRECT
 - Ex: Mary Smith Avon Ambassador – INCORRECT
 - Ex: Mary Smith New Avon Independent Ambassador - INCORRECT
- We recommend that you use a dedicated email address for your Avon business; however, the email address may only contain the word Avon with prior written approval from Avon. It cannot contain any Avon/LG trademarks (Anew, Skin So Soft, Green Goddess, Face shop, Dr Belmeur, belief, etc.) in the email address or the word Avon or any trademark in any website address or URL.
- You may use the word Avon in titles on blog pages or your team social media page (for example: Susie's Avon Team or Karen's Beauty Page with Avon) if the page clearly and very visibly states you are an Avon Independent Ambassador. You may not use any other Avon trademarks in the title of blogs, web pages or your Facebook page. (Example: In Facebook, the title would appear in the "about" copy on the page.)
 - Ex: www.SusiesTeam.com - CORRECT
 - Ex: www.SusiesAvonTeam.com – INCORRECT
 - Ex: Avon4You@yahoo.com – INCORRECT
- Referral code: Your Avon online store referral code should be unique to you. The default is your first name or initial and last name. You can change or simplify this, but it should not be changed to just a generic word or phrase. It cannot contain the word Avon or any Avon branded keyword.

Examples:

 - www.avon.com?rep=ksmith acceptable
 - www.avon.com?rep=joinavon not acceptable
 - www.avon.com?rep=join not acceptable
 - www.avon.com?rep=joinwithkaren acceptable
- Avon Ambassadors are contractually obligated to sell only to consumers. Ambassadors may not knowingly sell products to third parties for resale, to or through any business Entity or any type of retail establishment or marketplace, online or offline, without Avon's specific written permission. This includes all products purchased through Avon, including LG H&H products and any products purchased through Avon USA + LG Partner Store.

☐ The selling of Avon products through Amazon, eBay, or any online selling, reselling or marketplace websites is prohibited.

☐ Ambassadors may not establish or operate their own Avon retail business, aside from those Ambassadors who already have an approved Licensed Avon Beauty Center.

Acceptable:

- Temporary events in partnership with a local retailer
- Leaving brochures at a retail business with a small display (i.e., a sign and/or a product demo)
- Selling at a temporary table at a flea market

Not Acceptable:

- Stocking inventory and selling at any retail business
- Selling at a flea market in a consistent location (i.e., a store or permanent booth)

☐ Ambassadors may not advertise products for export or take action to ship products outside the United States.

☐ Ambassadors are allowed to use any current Avon home office created images, videos and other print ready material housed in the, the Avon brochure, Avon sharable videos on Avon.com, The Avon Insider Blog or downloaded from the digital catalog within 6 campaigns of publishing.

- You may not manipulate or change any Avon home office created images. You may not edit or retouch those images. For Avon home office created images you may crop non-text portions of the image for sizing purposes, but no product claims or statements can be altered.
- You cannot use images with models or celebrities or images not in current Avon materials. You must abide by any conditions stated regarding use of the images, including usage term restrictions.
- Any content reposted from any Avon Social media channel (i.e., Pinterest, YouTube, Instagram, Facebook) you must use #repost with the original account tagged. (i.e., #reposts@AvonInsider). You may not boost any old social media posts with outdated assets – more than 6 campaigns old.
- Use only Avon-authorized logos from Avon.com to create personalized sales tools (e.g., business cards, recruiting flyers, t-shirts, etc.) or use Avon authorized vendors. These items may be handed out or used as incentives for your team members and your customers but cannot be sold. You may not sell any personalized sales tools with Avon's name or trademarks. You may not alter or crop the Avon-provided logos.

☐ You may not advertise nationally, offline or online with the exception of social media. Examples of national advertising are national catalogs, magazines, newspapers, trade or direct selling publications or other distribution methods.

☐ You may advertise on blogs or non-competitive websites with a link to your Avon replicated web-site or advertising local delivery.

☐ You may not advertise on any form of radio, or television or outdoor advertising (vehicle wraps, billboards, etc.) without prior approval from the Advertising Council. Those requests should be submitted with a minimum of 30 days' notice.

- Outdoor advertising signs obtained through Avon Perks Partners or otherwise authorized by Avon do not need prior authorization. This includes yard signs, car magnets or window decals purchased through any approved Avon Perks Partner.

☐ Use only approved product claims and earning statements from brochures, training materials or current Avon advertising. You may not use any unauthorized product or earnings claims. This

applies to all offline and online advertising and marketing, including social media and social networking channels. When presenting or discussing the Avon opportunity, you must take all reasonable efforts to ensure that Prospects understand that financial success in Avon requires commitment, effort, and skill. Conversely, you must never represent that one can be successful without diligently applying themselves. Any claims made should be qualified by referring to the fact that earnings will depend on time and effort expended and should otherwise comply with the Direct Selling Association's Code of Ethics and the Direct Selling Self-Regulatory Council's Guidance on Earnings Claims, to ensure that all earnings claims are truthful and non-misleading. Specifically, any earnings statements should exercise care not to convey the claim that such results are typical or can be generally expected for all Ambassadors.

□ It is your responsibility to ensure that any claims made in promoting your Online Store are truthful and consistent with Avon approved product and earnings claims. In addition, any earnings statements should be qualified by referring to the fact that earnings will depend on time and effort expended and should otherwise comply with the Direct Selling Association's Code of Ethics and the Direct Selling Self-Regulatory Council's Guidance on Earnings Claims, to ensure that all earnings claims are truthful and non-misleading. Specifically, any earnings statements should exercise care not to convey the claim that such results are typical or can be generally expected for all Ambassadors.

□ You may not post on social media, websites or advertise in any forum content that is sexually explicit, obscene, pornographic, offensive, profane, hateful, threatening, defamatory, libelous, harassing, or discriminatory or in violation of any law.

□ When making any endorsement or testimonial about Avon products or the Avon opportunity, your statements must always be truthful, accurate and non-deceptive. For further guidance, you can refer to the Federal Trade Commission (FTC) Guides on Endorsements and Testimonials. Additionally, the FTC requires disclosures for material relationships, including free products. These rules also apply to any influencers, bloggers, vloggers and the like that you may engage with on social media.

Online/Social Media

□ The only authorized internet selling vehicle is through your Avon Online Store or face to face.

□ The direct sale of products through an online auction or marketplace site (e.g., Amazon, eBay), a personal social media page, website or blog is strictly prohibited. You may advertise/promote your business, but any transactions must take place via Avon.com or face to face.

□ You may not create online deals (for Groupon, Living Social, etc.) or list coupon codes for products or recruitment offers, including kit rebates.

□ Ambassadors may promote their Avon business online through various social media platforms. Acceptable:

- Doing a live stream to promote your favorite products with a link to your online store or contact me for local delivery.
- Promoting the hours and location of an event (i.e.: craft show or farmers market) where you will be selling products.
- Selling on hand products in a private Facebook group.
- ISO (in search of) groups that are for Ambassadors looking for out of stock or discontinued items for customers.

Not Acceptable:

- Doing a live stream that publicly offers discounts beyond those that Avon provides you.

- Promoting an event listing products and pricing of items below the current brochure price that will be available for purchase.
- ISO groups that sell to non-Ambassadors or post "lots" products for sale (i.e., 10 shower gels for \$9.99).

☐ You may not promote (tag) your Online Store through Avon Corporate-run social media or other websites. (i.e.: the Avon YouTube Channel, Facebook Pages, Pinterest, or Twitter)

• Any social media post promoting Avon products, or the Avon opportunity must clearly and conspicuously disclose your relationship with Avon, by using #AvonRep in the top 80 characters of your post.

☐ You may create a redirect to your Online Store through a personal website, social media page (a business page on Facebook, for example) or blog to spotlight products and trends, promote your Avon business, or bring your team together. Use YouTube to post and share videos you create that showcase products and encourage your team.

☐ You are responsible for monitoring your social networking channels.

- You are expected to delete comments that are abusive, obscene, disrespectful, threatening, and intimidating or that contain deceptive or misleading claims or links to inappropriate or irrelevant websites. Deleting a comment because you disagree is not acceptable.
- If you have any online group formed for the purpose of communication with your team, you may not omit a member of your team unless it is agreed upon by you and the Ambassador being excluded.
- As the administrator of your group, it is expected that you will monitor conversations to ensure a positive tone. It is your responsibility to communicate individually with people who post comments that could or will negatively affect your team morale and/or add no value (i.e.: inappropriate or hurtful comments).

☐ All content must comply with the requirements listed in this document. Regardless of content, if Avon requests that you remove content you shall do so immediately.

☐ You may not use the words "Avon Official" in any keyword targeting or ad copy for advertising.

Paid Advertising

☐ Take advantage of local/community newspapers and classified publications to promote your Avon business.

☐ You may use current Avon authorized images and logos from the Sharable Gallery. You may use only current Avon authorized product and earnings claims and other content from current Avon brochures and web pages.

Acceptable:

- Photos shared through Avon.com, the digital brochure or photos you take yourself of the products or using the products.

Not Acceptable:

- Screen capturing photos from our brochure and manipulating them for social media or paid advertising.

☐ We encourage you to promote current Avon incentive programs or promotions. You must always include program/promotion summary or rules, entry details, start and end dates and a link to the official program/promotion rules.

- If you choose to run your own contest or promotion, you should always clearly disclose all promotion rules, including entry details, start and end dates, prize details and any eligibility restrictions (i.e., age, residency), etc. Social media platforms like Facebook and Instagram have their own guidelines for promotions run on their platforms, so make sure you read and understand their rules.

□ You are permitted to advertise locally. You are allowed to promote your business on social media platforms and other related sites in addition to groups/events that are joined to your personal pages (i.e., Personal/Business Facebook page, client groups, team groups, etc.), except where prohibited above.

- You may not promote or advertise any other direct sales or retail business on the same online page, group or blog that uses Avon in the title.

Digital Advertising:

We test and learn the most effective ways for the Brand to target new potential recruits & customers with the goal to create further value for you the Ambassadors and the company. In all forms of digital advertising, you must disclose your status as an Avon Independent Ambassador, and you may only advertise your own online store. You may not use any Company Marks or any derivatives or variations of such marks, or anything confusingly similar thereto in any effort to direct online traffic to your online presence. Such efforts may include, but are not limited to, display digital advertising, paid search placement, metatagging, domain name registration, redirects, pay-per-click services, and/or Search Engine Optimization (SEO) strategies.

Paid Search:

You may not bid on the keywords, "Avon" or any Avon trademarks like, "Anew, Skin So Soft, belief" on any search engines such as google.com, yahoo.com, bing.com, AOL.com, Ask.com, Youtube.com, DuckDuckGo.com, Baidu.com, etc.

Organic Search:

You may use Avon trademarks and non-branded keywords e.g. skincare, beauty, work from home in both meta title and meta descriptions to maximize your organic reach for both recruiting and products on your separate personal website/blog. All SEO keywords must align with Avon approved claims. Ensure you are creating your own unique content and don't duplicate content, and you must identify you are writing this as an Independent Avon Ambassador.

Paid Social:

- You are encouraged to promote your business on social media platforms and other related sites in addition to groups/events that are joined to your personal pages (i.e., Personal/Business Facebook page, client groups, team groups, etc.), except where prohibited within this document.
- You may advertise on Facebook or other social platforms or boost your personal posts.

Marketplaces:

- The direct sale of products through an online auction or marketplace site (e.g., Amazon, eBay, offer up, Facebook Marketplace, Walmart.com, Poshmark), a personal social media page, website or blog is strictly prohibited.

- You may not create online deals (for Groupon, Living Social, etc.) or list coupon codes for products or recruitment offers, including kit rebates.
- You may not advertise in classified/list sites directly or indirectly with the intent to sell products, to sponsor new Ambassadors or to promote your business in general. Examples of classified/list sites: Craigslist, sell-it, swap, work-from-home or sites where individuals manipulate the sales of products through swapping sales, selling or bartering.

Business Cards

- You must purchase your Avon business cards from an Avon approved vendor or use the Avon approved business card template only.
- You may not list any other business, profession, or experience on an Avon business card.

Publicity

- As an Avon Ambassador, you may participate in an interview with local print or online publications (with a local focus) with prior written permission from Avon Public Relations at avonpublicrelations@Avonusa.com.
 - All radio or local television interviews are strictly prohibited without prior approval from the Avon Home Office.
 - National media promotions must be initiated by Avon. If you are contacted by any national media, please contact avonpublicrelations@avonusa.com.

Email, Phone, and Text Use

- You may create your own email templates for commercial marketing to customers or Ambassadors, but such emails must be in compliance with applicable laws and regulations, such as the CAN-SPAM Act.
- You may use your own email account to communicate with your Avon team and operate your Avon business with family, friends, and current client base.
- You may not use emails, robocalls, or texts to blast or spam any customers or non-customers.
- If a customer, prospect, or any individual indicates they no longer wish to receive further email, phone, or text communications, you must cease such communication immediately.
- You must honor any "do not email", "do not call", or "do not text" requests made by any Ambassador, former Ambassador, Customer, or lead. Under Federal law, requests to unsubscribe must be honored. This includes all email, telephone, and text communications.

You must comply with applicable laws, regulations and guidelines when emailing, calling, and texting, including but not limited to the CAN-SPAM Act, the Telemarketing Sales Rule, the Telephone Consumer Protection Act, and applicable state laws.

Reinstatements/Reappointments

If an Ambassador closes his or her account voluntarily, or if they are removed for inactivity or a Past Due Status, an Ambassador may have their association with Avon reactivated under the following circumstances:

- **Self-Reinstatement (within 1-26 Campaigns of removal):** A former Ambassador can reinstate his or her Avon business, with no reinstatement fee, provided the account balance is paid in full. Sales Achievement Level and President's Recognition Program (PRP) titles are maintained as per program guidelines, but Leadership status will not be reinstated after 6 Campaigns of inactivity (see below).
- **Reappointment:** A former Ambassador is eligible for Reappointment twenty-seven (27) Campaigns after removal, provided there is no outstanding balance. They will be enrolled as a new Ambassador with a new account, pay an enrollment fee, if applicable, and complete the onboarding process. Sales Achievement Level and LOA will start a new and any Incentive or Rewards points will be lost. At Avon's discretion, Ambassadors whose accounts are written off may be reappointed if the Past Due balance is paid in full.

Removal as an Avon Independent Ambassador

Either a Ambassador or Avon may terminate a Ambassador's association with Avon at any time and for any reason. Circumstances that may lead Avon to terminate its association with a Ambassador include but are not limited to:

Inactivity: If a Ambassador does not submit an order for 6 consecutive Campaigns, they are considered inactive and will automatically be removed from Avon's active file. This will result in the immediate breakage of any downline linkage, which is irreversible. Inactivity for 26 campaigns will result in discontinuation.

Past Due Account: A Ambassador may be removed if they fail to submit payments to Avon in a timely manner. Past due 4 campaigns will result in immediate removal and will break any downline linkage, which is irreversible.

Management Decision: Avon always reserves the right to remove a Ambassador at any time for any or no reason in its sole discretion.

Avon Glossary

Achiever

An Ambassador who reaches the goals of an incentive program, sales level or Leadership title.

Active Ambassador (Active Account)

An Ambassador who is consistently placing orders every two weeks (each campaign period), or who has submitted an order at least within the last six campaigns.

Ambassador Commissions

The difference between the retail price paid by the customer and the price the Ambassador pays for the products — your percentage of profit.

Ambassador Delivery

One of the delivery options you can offer customers on your online store. With Ambassador Delivery, you handle submitting the order on Avon.com, collecting payment and delivering the order. These orders will be added to your My Open Orders page for you to submit. You can also edit the customer order; in case you have any of the items they may be ordering already on hand.

Attached Customer

A customer who shops with an Ambassador on the Ambassador's online store or through her brochure. Attached customers enjoy special pricing and exclusive offers.

Avon Care Center

The primary resource for Ambassadors' questions. Specialists are available Monday-Friday, hours may vary at (866) 513-2866. [Spanish: (866) 588-2866]

Avon Connect

Our biggest national, annual event for all Ambassadors, featuring the latest business updates, new product previews, keynote speakers, certification and training seminars, recognition celebrations and more.

Avon.com

The website where Avon Ambassadors manage their business, get product information, place orders, make payments, view invoices and access training and customers place and track their orders.

Avon Perks

A program for Avon Ambassadors that provides access to special offers on a range of products and services, including health insurance, online higher education and more.

Avon Rewards

Our recognition program rewards Ambassadors for sales and title achievements, Avon milestones and other special occasions.

AVON YouTube

Our free online learning center on Avon.com for training webinars, online courses, videos and more.

Avon Wallet

Avon Wallet is used to support the transfer of funds earned through an Ambassadors online store, leadership earnings or incentives to an Ambassadors. An Ambassador must register for Avon Wallet to receive those funds.

Award Sales

The official measure used to qualify for Leadership title, President's Recognition Program sales levels and some Avon-sponsored incentives. Almost everything you order from Avon counts toward Award Sales, including samples, sales tools, preview products, brochures, and flyers.

Brochure

The catalog that Ambassadors hand out to customers features the latest products and special offers. New brochures come out every two weeks (every campaign period). Customers can also shop a digital version of the brochure on their Ambassador's online store.

Buzz

Our weekly blog on Avon.com features news on product launches, events, incentives, offers and more.

Campaign

The two-week cycle for selling and ordering. We typically have 26 campaigns in a calendar year.

Commissionable Products

All products that are sold at full or discounted customer prices, including What's New preview products. Commissionable products do not include brochures, Avon bags, business tools, Ambassador samples, and shipping fees.

Commissions Charts

Charts that show the sales levels and commission percentages for Contender and Premier levels and for President's Recognition Program levels.

Contender

An Avon Ambassador with annual sales of less than \$5,000.

Cycle to Date

The period beginning at the start of the President's Recognition Program through the current campaign used by the President's Recognition Program to track the annual sales of each Ambassador. Year-to-date sales are the net personal or team sales of all campaigns from the start of the President's Recognition Program to the current campaign. Also referred to as Year to Date.

Digital Catalog

Digital versions of the Avon brochure on each Ambassador's online store. Customers can click on product images to order.

Direct Delivery

One of the delivery options you can offer your online customers. Your customer pays for their order on your online store and it's shipped directly to them. Customers enjoy free shipping on orders of \$60 or more (the shipping fee is paid by you.)

Direct Selling

A selling method offering products and personal service directly to a customer.

Discontinued Product

An item that is out of stock and cannot be reordered. An alternative recommendation may be offered.

Earnings Level

The sales achievement level that determines the commissions percentage an Ambassador is entitled to earn on product sales. Earnings level is calculated based on Award Sales. Also called commissions level. For details, see **commissions charts**. [link to:

Enrollment

The process by which a prospect signs up and becomes an Avon Ambassador. Formerly referred to as appointing.

First Generation

The first level of team members recruited and personally enrolled by a Sales Leader.

Fundraising

An Avon program that helps Ambassadors grow their business as they connect with worthy organizations in their community. The Ambassador partners with an organization to sell Avon's products, then shares a portion of their earnings from sales generated by the fundraiser.

Generation

A level of connection between an Ambassador and her team members. For example, if an Ambassador recruits a new team member, that new person will be part of the Ambassador's first generation. If the first-generation Ambassador then recruits their own new team member, that person will be in the original Ambassador's second generation, and in the first generation of the Ambassador who directly recruited her.

Homepage

The main webpage for Avon.com, or any business, organization or person.

Incentives

Programs sponsored by Avon in which Ambassadors can earn rewards for hitting certain targets. These rewards are in addition to their usual campaign earnings.

Independent Contractor

All Avon Independent Ambassadors are independent contractors and must always identify themselves as such in communications, promotion and business cards. They are not agents, employees, partners or franchisees with Avon. Each Ambassador is responsible for her own business decisions and expenditures.

Invoice

A statement for each order (available on Avon.com) that includes an accounting of all items ordered and billed, messages from Avon and any amount due with the next order. Ambassadors also create a customer invoice for each order they deliver, itemizing the products ordered and the amount owed.

Lead

A person who has expressed interest in Avon products or in becoming an Avon Ambassador. Also refers to those who may have started, but not completed, the enrollment process to join Avon.

Leadership

An enhanced earnings opportunity offering rewards and bonuses for recruiting, sponsoring and mentoring as you build a team and rise in title from Promoter to Platinum Executive Leader. For more details, refer to the **Leadership Career and Compensation Guide**.

Leadership Bonuses

Leaders receive bonuses based on performance in recruiting, training, mentoring and promotions, as well as team earnings.

Leadership Dashboard

A section of Avon.com specifically for Leadership Ambassadors with tools and reports to help grow and manage their business. Formerly known as VIBE.

Length of Association (LOA)

The number of two-week cycles, or campaigns, an Ambassador has been with Avon.

Licensed Avon Beauty Centers (LABC)

Avon-authorized retail stores.

Mentor

The Sales Leader in a team who has personally recruited and signed up a Ambassador. Formerly known as an upline.

Net Items

Generally, business-building Items such as brochures, sales aids, sales tools and samples that are not resold for profit. The Ambassador pays the stated price for these items and receives no earnings or discounts.

Networking

The process of connecting with new people in a business or social context to help grow your customer contact list or team and build your business.

Online Store

The free Avon website is given to each Ambassador where customers can shop 24/7. All sales are credited directly to the Ambassador and factored into her earnings. You can find your online store address by clicking on **My Store** on the upper right of Avon.com.

Past Due

If a payment is not made in accordance with Avon's payment terms, the account balance will be considered "past due."

Performing

Performing at title means that a Leader has satisfied the title requirements in each campaign and is eligible to receive earnings.

Premier Level

A sales level for Ambassadors who earn \$5,000-\$9,999 in annual Award Sales. Premier Level guarantees earnings of 30% on Beauty and 20% on Fashion & Home and is a steppingstone toward the President's Recognition Program (\$10,000+).

President's Club

The first level of achievement, for sales of at least \$10,000, is within the President's Recognition Program that recognizes Award Sales.

President's Recognition Program

Avon's program celebrates and rewards Ambassadors for outstanding achievement in Total Sales, Sales Increase and Leadership each year. Consists of six sales levels, starting with President's Club, that provide perks including higher earnings, exclusive offers, and other recognition.

Preview Products

Products available to Ambassadors at a special discount (based on sales achievement title) to help them showcase products to customers. Featured two campaigns in advance in the What's New brochure. Ambassadors at all levels can order up to ten preview products. Formerly known as demos.

Promoter

The first level of Avon's Leadership program, which begins when an Ambassador recruits her first team member.

Prospecting

The search for potential customers or team members.

Recruiting

The process of promoting the benefits of joining Avon includes inviting a prospect to join your team and helping them sign up

Reinstatements

Avon Ambassadors who have reactivated their Avon account after having been removed for 26 campaigns or fewer, provided the account is paid in full. They begin to place orders again using their original account number and are linked to their original Mentor, if applicable.

Removal

An Ambassador's account that's inactive for more than six campaigns or past due more than four campaigns will have their online store deactivated. Removed Ambassadors become active again by placing an order and paying their account in full. After 26 campaigns in removal status, an Ambassador will become Discontinued and lose her account number.

Sales Leader

An Ambassador participating in the Avon Leadership Program by building a team and mentoring others. Also known as a Leadership Ambassador.

Sales Tools

Items such as shopping bags, etc. offered to Ambassadors to help them build their business. Some are free, others are nominally priced.

Shorts

A product that is temporarily out of stock but expected to become available later. When ordering online, you can add the item to your Wait List and be notified when it is available to order again.

Site Map

A listing of where key resources and elements of Avon.com are located.

Social Selling

Selling products and promoting your business through social interactions like conversation, coffee dates and product parties, as well as through social media such as Facebook, Instagram, email, etc.

Team

All the generations (1-3) of Ambassadors under a Sales Leader. Formerly referred to as a downline.

Title at Risk

A Sales Leader who is not performing at their achievement title level in the current campaign. Ambassadors who fail to maintain their title after six consecutive campaigns will be retitled at the level at which they are performing. Titles for Leaders and Executive Leaders will be held for twelve campaigns.

Total Team Sales

The total of a Sales Leader's qualifying personal sales and the total personal award sales of her first through third generation team members. Formerly referred to as Unit Sales.

Trackers

Charts on Avon.com that show progress toward an incentive or sales goal.

Unattached Customer

A customer who orders through Avon.com and chooses not to link with a Ambassador.

Web Office

A section of Avon.com with tools that help Ambassadors manage their online store, customer address book, invoicing and more.

Webinars

Web-based seminars on Avon.com that provide Ambassadors with training, product news and business updates.

What's New

A special brochure for Ambassadors featuring preview products and offers two campaigns in advance. Ambassadors at all levels can order up to ten preview products at a special discount (based on sales achievement title) to showcase to customers.

Note: The information found in these Policies and on the Avon.com site, in their entirety, constitutes the complete and current policies and procedures. Therefore, in the event of a conflict between information contained here and/or that information provided to you by the Avon Care Center, Avon Account Executives, Leadership Mentor (Upline Ambassador) or any other source, the information contained here and/or on the Avon.com site will control. **Exceptions may be made to any of the policies, rules or program content on a case by case basis.** These Policies may be modified by Avon at any time in its sole discretion by express amendment of these Policies or by the adoption of separate policies, rules, codes of ethics or the like that may have the effect of modifying those contained in the following pages. Always reference Avon.com for updates and current information on these Policies.

Addendum A - Leadership Policies

Ambassadors participating in the Advanced Leadership Program ("Leadership Ambassadors") are responsible for meeting their contractual obligations as Ambassadors and abiding by both the general Ambassador Policies and these Leadership policies, which govern matters specific to the Leadership program. Please also refer to the Leadership tab on Avon.com for more details.

Leadership Philosophy

Leadership is one of the most satisfying opportunities Avon has to offer. Helping your team members achieve their goals and celebrating their success with them is a fulfilling experience. Combining these activities with the Leadership Compensation Program turns helping others into a very rewarding opportunity.

The role of the Mentor (or "Upline" Ambassador) is not to do everything for your Ambassadors, but rather provide guidance to help them achieve their business goals. Do this by leading by example with your business, recognizing them for their success and mentoring them in their Avon business.

It is important for all Ambassadors to have the benefit of a Leader and Mentor, combined with the continued support from Avon Home Office so that all Ambassadors have the tools and encouragement they need for their business.

Qualities expected of a good Leader:

Believe: Your belief sets the tone for the success of your team

- Demonstrate a positive attitude toward Avon and fellow Ambassadors
- Operate with a high level of integrity
- Encourage team collaboration and create a community where Ambassadors feel comfortable seeking your support

Set an example: Your team will do what they see you do (building customers, recruiting)

- Provide team members with consistent, timely communications
- Model a consistent business with sales and recruiting
- Participate in Avon sponsored incentives and promotions
- Attend Avon sponsored meetings and events

Lead your team: Connect the dotsLead them to success

- Train and mentor team members
- Follow Avon's Onboarding Guidelines to support New Ambassador's success
- Identify and develop new Leaders thru goal setting and mentoring
- Understand and sell Avon's compensation plan
- Celebrate team victories
- Recognize team members for their achievements

Eligibility

The Advanced Leadership Program rewards Leadership Ambassadors based on the success of recruiting, training and developing team members. Leadership Ambassadors accept responsibility for complying with the following guidelines:

- Referring potential recruits to enroll with Avon and support new team members with the best onboarding experience through online and face to face training, coaching and mentoring tools Avon has to offer. See Mentor tools on Avon.com for full details.
- Maintaining an Active Ambassador status in good standing.
- Understanding the earnings as defined in the Advanced Leadership earnings chart on Avon.com.
- Understanding the compensation structure and earning opportunities / incentives for newly appointed Ambassadors including Pathway to Premier on Avon.com

Recruiting Policies

Leadership Ambassadors are encouraged to develop their team through their own personal recruiting efforts. Leadership Ambassadors may not create or place Enrollments under a new Ambassador without that Ambassador's knowledge or permission.

- Recruited Ambassadors must fully complete the Enrollment process and complete the Avon Ambassador Contract and accept its Terms & Conditions.
- Once a new recruit has completed the Enrollment process and Avon has approved, the account status is defined as an Appointment. Sales from the Sales Center, traditional brochure orders and Online Store orders all count towards positive net sales for a Campaign.
- If an Appointment does not submit a first order within 6 Campaigns, the Ambassador will be Removed and at 26 Campaigns, the Ambassador Contract is terminated, the linkage to the Mentor (Upline) is broken, and the individual is considered an unsponsored lead. Should the individual decide to join Avon in the future, they would be considered "new" and are required to re-apply and complete the Enrollment process. There is no guarantee expressed or implied that the original Mentor ("Upline") will be relinked should this person return to Avon at some point in the future.
- An appointed recruit becomes attached as a "Downline" member to his or her recruiting Ambassador (also known as the "Mentor" or "Upline" Ambassador) when the new recruit enrolls through the Mentors' Online Store or on <https://www.avon.com/becomearep> when Mentor's referral code is entered. A Downline member that is recruited and appointed will join the First Generation of his or her Mentor.
- Should a new self-enrolled Ambassador be linked to an unintended Mentor, they will have up to 5 business days from the time of enrollment and before the first order is placed, to be relinked to the intended Mentor. The new Ambassador must direct this request to the Avon Care Center, **personally**.
- Fictitious or gratuitous contracts are prohibited. These include individuals who have little or no interest in Avon, other than enrolling as a favor to someone, such as a friend or family member, or in exchange for some benefit, such as free products or some other form of compensation.
- Change of Sponsorship: To protect the integrity of the compensation plan and to discourage unethical cross-recruiting practices, Avon does not allow Mentor changes.
- **Leadership Earnings:** Qualifications for Leadership earnings are based on achieving the minimum requirements as outlined in the Advanced Leadership Earnings Chart on Avon.com.
- **Team Award Sales:** Includes your Personal Award Sales plus the Personal Award Sales of all your downline Generations: G1, G2, and G3.
- Leadership earnings are not paid until the downline member pays for their order in full and any returns would adjust accordingly.

- Avon reserves the right to offer incentive or bonus dollars that may or may not be eligible for Leadership Earnings (refer to Avon.com for specific terms and conditions).
- **Past Due Accounts:** If a Leadership Ambassador's account is Past Due for three Campaigns, any Leadership earnings will automatically be applied towards the current balance in that third Past Due Campaign until the account balance is cleared. If a Downline Member has reached a Past Due status of four (4) Campaigns, any Leadership earnings from his or her Award Sales will be forfeited by the Mentor (Upline), even if the balance is subsequently paid. To ensure Mentors (Upline Ambassadors) maintain their current eligible earnings and also to help reduce bad debt, Downline Members should be encouraged to pay in full and on time.
- **Removed Accounts:** If an Ambassador is removed from the Leadership program, they will receive a final earnings payment and will no longer be entitled to receive earnings on his or her former Downline after the date of removal.
- At the close of each Campaign, Leadership Ambassadors have access to their Sales Leadership Earnings Statement on Avon.com, which details Leadership activity for a specific Campaign.
- **Personal Sales Protection** (formerly called Performance Points): For Bronze Ambassadors and above, when you exceed your Personal Sales requirement in a campaign, the additional amount can be held over to help meet the requirement for a future campaign. As an Ambassador you can accumulate up to \$200, as a Leader or Executive Leader \$600.
 - Personal Sales Protection is automatically redeemed based on availability. For example: if you have sales of \$150, you could use \$50 in personal sales protection to make up the difference in required personal sales, provided you met all other performance requirements for your level of achievement in any campaign. This would then qualify you to receive your Advanced Leadership Bonuses.
 - Personal Sales Protection is not cumulative. After you use all or a portion, you replenish it by exceeding your personal sales qualifier. For example: \$250 in sales would give you \$50 in personal sales protection to be used in a later campaign.

Recruiting Restrictions:

- A Leadership Ambassador may not recruit his or her spouse or domestic partner into his or her own Downline. *Exception:* a previously existing Downline relationship that was established at least one (1) year prior to the marriage or partnership. Must be documented with the Avon Care Center Leadership Department.
- Leadership Ambassador may not recruit or be linked to any team member within the same household.
- **Former Avon Field Associates** may be appointed by a Leadership Mentor (Upline). However, they may not use any Avon leads or Ambassador information from their former role as an Avon employee.

Become an Ambassador (mentor lookup)

The following qualifications apply:

- Ambassadors must be active, and their Avon account must be current and in good standing. (President's Club Ambassadors may be up to one campaign past due).
- Ambassadors must have an active online store.
- Ambassadors have to be in Leadership and be Bronze Leader or above to be found under the 'Recommended Reps'.

Leadership Training Centers:

Leadership Training Centers may be operated for team meetings and trainings. They may have a display of current Avon products, but cannot be used to publicly stock and sell product. They must be registered with the Avon Care Center Leadership Department.

Prohibited Activity:

Leadership Ambassadors are expected to conduct their businesses in an ethical manner, and always keep the best interests of their Downline Members in mind. Avon reserves the right to prohibit any type of recruiting activity, at any time. Some types of recruiting activities that are prohibited include but are not limited to:

- Falsifying an enrollment or encouraging falsification of any information on the account (e.g. Social Security number, mailing or shipping address, zip code, email address, credit score information, and signature). Accounts must have unique Social Security/TIN, mailing address, email address and phone numbers. **Providing misleading information is a violation of Avon policy and violators are subject to removal.**
- Using a Mentor's (Upline's) credit card for payment of Enrollment fees and/or product orders on behalf of a Downline Ambassador. A pre-paid debit card is allowable for enrollment fees.
- A Mentor (Upline) may not make a payment directly on the Account or through a Downline Member's Online Store.
- The offering of money, free gifts, products, rebates on enrollment fees, or any other inducement to agree to be appointed as an Avon Ambassador is strictly prohibited.
- Making representations about earnings potential or product claims that go beyond those made by the Company.
- Using other Ambassadors' personal information in a way that does not comply with Avon's Privacy Statement or contract terms. See <https://www.avon.com/information/privacy-statement.html>. Any violation of these policies could result in immediate removal from the Leadership program and/or Avon.

Removal from Leadership

Should a Leadership Ambassador, for whatever reason, cease to be an Avon Ambassador, they will be automatically removed from the Leadership program and will receive no further Leadership earnings on the sales of his or her former Downline Members. Linkage to Downline will be irrevocably broken and Ambassador forfeits future earnings. An Ambassador may terminate her participation in the Leadership program at any time by submitting a written and signed notice, indicating her desire to withdraw from the program. Circumstances that may lead Avon to terminate participation in the Leadership program may include but are not limited to:

- **Management Decision:** Avon always reserves the right to remove an Ambassador for any or no reason in its sole discretion.
- **Inappropriate Actions:** Avon may remove any Leadership Ambassador who violates his or her contractual obligations or any of Avon's policies. Inappropriate Actions may also include disparaging the Avon Brand or Earnings Opportunity and/or unprofessional comments on social media or other channels that conflict with Avon's values.
- Avon reserves the right to freeze any Leadership account pending an investigation for inappropriate action. This will temporarily suspend any earnings and or incentive reward. If an investigation is cleared, all earnings and rewards will be released for payment.

Titled Relink Request

Avon will not grant Leadership Ambassadors any one-time relink requests allowing re-linkage to former Mentor (Upline Sales Leaders).

Roll-up

When a Leadership Ambassador is no longer participating as an Active Ambassador, the removed Ambassador's Downline will "roll up" to the removed Ambassador's Mentor (Upline). If the removed Ambassador did not have an Upline, the impacted Downline Ambassadors will no longer be attached to an Upline.

Survivorship

Upon the death of a Leadership Ambassador (where there is no registered co-applicant on the account), the Contract is automatically terminated.

- Death of an Ambassador must be reported immediately. Using the account of a deceased Ambassador is not permitted and may be considered fraud.
- Heirs of a deceased Leadership Ambassador will not be eligible for any future earnings.
 - In the case of an incorporated account with more than one officer, the account will remain in the operation of the corporation officers.
- A co-applicant listed on the account prior to his or her partner's death, may assume primary responsibility for the account within 30 days. A new Contract must be completed that accurately reflects the co-applicant as the Primary Ambassador on the account. Refer to the Co-applicant section within these policies for details.

Achievement Title Review/Title at Risk

The Achievement title is the title you are recognized for at events and in print. It is the highest Performance Title over prior 6 campaigns for Promoters through Gold Ambassadors and 12 campaigns for Bronze Leaders and above.

Purchase and sale of an Avon Business

An Avon business and the rights and obligations associated with it are personal to the Ambassador and may not be sold, assigned, or transferred to any other person or Entity without the express written approval of Avon in its sole discretion.

Non-Leadership Business Requirements:

- Ambassador notifies the Avon Care Center of her desire to discontinue her Avon business and close her Ambassador account and fills in the contract request form.
- If there is a co-applicant involved, reference and follow Co-applicant policy.
- If LABC is involved, reference and follow LABC Policies.
- Seller's position within the President's Recognition Program, and other rewards programs are not transferable.

Leadership Business Requirements:

- Seller must first offer Unit to immediate Upline Ambassador, if one exists.
- If the first offer is declined, Seller must then offer to other Upline Ambassadors, if any exists, on same terms and conditions.
- If all offers to Upline Ambassadors are declined, Seller may then offer to other Leadership Ambassadors on same terms and conditions.
- Buyer must be an Active Avon Ambassador for at least 1 year.
- Buyer must have attained and maintained the Bronze Ambassador Position or above for the last six consecutive months or more immediately preceding date of purchase/sale request.
- If Buyer is in a different Leadership line: Buyer must relinquish all rights to her original Leadership Unit.
- Leadership businesses in different Leadership lines may not be merged.
- Buyer may not be enrolled in two Leadership Units at the same time.
- Buyer will not be rewarded with title advancement bonuses or current incentives based on this purchase.

- Sponsoring Bonus earned through both the Buyer's former unit and purchased unit will be forfeited. Once the sale is complete, Buyer may begin to establish a new personal Sponsoring Bonus. Buyer will assume the promotional history of the purchased unit.