

2025

Compensation Guide

Ambassador Commissions

Selling products to customers is at the heart of your business. Happy, satisfied customers who use our products are the foundation of a successful business. No matter how high up the success ladder you climb and no matter how large your organization becomes, everyone leads by example in the area of personal sales. When products are sold, you make money, team members make money, and everyone is inspired to continue growing their business.

- ▶ Campaign Sales are calculated based on the customer price (the suggested retail selling price), and may include personal orders and customer purchases.
- ▶ As your campaign sales volume increases, your commissions increase.
- ▶ Avon products are grouped into different product categories. The commission level varies based on the product category.
- ▶ The chart below indicates the commission levels based on campaign sales and product category for all Ambassadors.

CAMPAIGN SALES	BEAUTY /JEWELRY	FASHION /HOME
\$40-\$119.99	20%	20%
\$120-\$349.99	30%	20%
\$350-\$1,499.99	40%	25%
\$1,500 -\$6,499.99	45%	25%
\$6,500+	50%	25%

Generation Bonuses

Your earning potential grows as you build a strong team.

When you become a Star Promoter, you begin earning a bonus on the Team Sales of your team. The percentage you earn and the number of Generations that you are paid on are based on your performance title, regardless of the titles of the Ambassadors in your Generations. This bonus is paid in addition to any other bonuses you might earn on your team sales.

- ▶ In order to be paid you must meet the Personal Sales and minimum G1 order requirements.
- ▶ Personal Sales Protection for Bronze Promoters and above: You receive a bank with points to automatically apply toward the \$200 personal sales requirement when your personal sales are less than the requirement. Bronze Promoters and above receive 200 points and Leaders and Executive Leaders earn 600 points. Once you use your points, you may refill your bank when you exceed your Personal Sales requirement in a campaign (up to your Personal Sales Protection point limit).
- ▶ All earnings for Sponsoring, Generation, and Leader Bonuses are calculated using Leadership Sales. Leadership Sales are based on your net sales, minus sales aids. (Sales aids include Brochures, samples, starter kits and products that are while supplies last and do not ship.)

Generation Bonuses

TITLE		GENERATION BONUSES		
		G1	G2	G3
PROMOTER	STAR PROMOTER	3%		
	BRONZE (BP)	3%	3%	
	SILVER (SP)	4%	3%	
	GOLD (GP)	5%	3%	2%
LEADER	BRONZE (BL)	6.5%	3%	2%
	SILVER (SL)	7.5%	3%	2%
	GOLD (GL)	8%	3%	2%
EXECUTIVE LEADER	BRONZE (BEL)	8%	3%	2%
	SILVER (SEL)	8%	3%	2%
	GOLD (GEL)	8%	3%	3%
	PLATINUM (PEL)	8%	3%	3%

EXAMPLE: AS A BRONZE LEADER

As a Bronze Leader, you are eligible to earn Generation Bonuses on your first three Generations (G1-G3). 6.5% on G1, 3% on G2 and 2% on G3.

```

graph TD
    YOU((YOU)) --- G1_1(( ))
    YOU --- G1_2(( ))
    YOU --- G1_3(( ))
    YOU --- G1_4(( ))
    YOU --- G1_5(( ))
    YOU --- G1_6(( ))
    YOU --- G1_7(( ))
    YOU --- G1_8(( ))
    YOU --- G1_9(( ))
    YOU --- G1_10(( ))
    
    G1_5 --- G2_1(( ))
    G1_5 --- G2_2(( ))
    G1_6 --- G2_3(( ))
    G1_6 --- G2_4(( ))
    G1_7 --- G2_5(( ))
    G1_7 --- G2_6(( ))
    
    G2_1 --- G3_1(( ))
    G2_1 --- G3_2(( ))
    G2_3 --- G3_3(( ))
    G2_3 --- G3_4(( ))
    G2_5 --- G3_5(( ))
    G2_5 --- G3_6(( ))
    
```

Generation 1 - Earn 6.5%

Generation 2 - Earn 3%

Generation 3 - Earn 2%

Leader Bonuses

Earn additional bonuses for mentoring your downline to reach Bronze Leader and higher titles.

- ▶ Earn up to 5% on your Leader’s respective Team Sales, through 3 Leader Levels.
- ▶ Leader Bonuses are paid in addition to any other bonuses.
- ▶ They’re calculated based on Leadership Sales from the Leader’s Central Team.* Leadership Sales are your net sales, minus sales aids. (Sales aids include Brochures, samples, starter kits and products that are while supplies last and do not ship.)

*A Leader’s Central Team includes the Leader and all Promoters and above, and Ambassadors in which there is no other Leader in between. A Leader Level is the depth of Leader Central Teams in your downline in relation to you. The first Leader and their Central Team is your L1, the second Leader and their Central Team is L2, and so forth. For more information on your specific team and bonuses, go to Avon.com.

TITLE		LEADER BONUSSES		
		L1	L2	L3
LEADER	SILVER (SL)	3%		
	GOLD (GL)	3%	2%	
EXECUTIVE LEADER	BRONZE (BEL)	3%	3%	
	SILVER (SEL)	5%	3%	2%
	GOLD (GEL)	5%	5%	4%
	PLATINUM (PEL)	5%	5%	4%

Sponsor and Lifestyle Bonuses

SPONSOR BONUS

You are rewarded on an ongoing basis when you and your new Ambassadors place orders.
 When you sell \$50 or more in a campaign, you'll earn the 3% sponsoring bonus on the Personal Sales of all Ambassadors you recruited. This is paid in addition to any other bonuses you may be earning on those sales.

```

    graph LR
      YOU((YOU)) --> YOU_TEXT[You recruit a new Ambassador]
      YOU_TEXT --> AMB((AMB))
      AMB --> AMB_TEXT[She/he places any order]
      AMB_TEXT --> BONUS[You earn a 3% Sponsoring Bonus when you sell $50+]
    
```

Reaching our Executive Leader titles requires dedicated commitment and excellence. Every two weeks in which you perform as a Bronze Executive Leader or higher, you will receive an additional cash reward. The amount of the bonus is based on your Performance title.

TITLE	LIFESTYLE BONUS
BRONZE EXECUTIVE LEADER	\$250
SILVER EXECUTIVE LEADER	\$300
GOLD EXECUTIVE LEADER	\$350
PLATINUM EXECUTIVE LEADER	\$400

Avon's compensation plans, including the Leadership program, are subject to change at any time at Avon's sole discretion. See Avon.com for updates.

Quarterly Personal QNR Requirement

- ▶ During each quarterly period a Promotor and Above must have at least 1 New Personal QNR to meet the requirement for Leadership Bonus Program Payouts.
- ▶ Personal QNR is defined as a New Personally Sourced Ambassador that places a first order with a minimum order value of \$100.
 - \$100 qualifying order may be from either a single order (example: a \$100 order), or cumulative sales from multiple orders within the same campaign.
 - All new personally sourced qualified new recruits will have the campaign that they joined plus 2 full campaigns to place the \$100+ order. Leaders will have 2 full campaigns of opportunity to help new personally sourced recruits to get to the \$100+ order.
 - The clock to count for the 1st or 2nd campaign will start after the close of the campaign in which new recruits signed up with Avon. Therefore, even new recruits who joined Avon in the last day of the campaign will have 2 full campaigns to place the \$100+ order in one of those 2 campaigns. Example: Personally sourced recruits who joined in C18, 2024 and haven't placed a \$100+ order in either C18 or C19, 2024, can still place an order in C20, 2024 to count towards the Leader's qualification.
- ▶ Promotors and above will be given a grace period of 2 campaigns to have at least 1 New Personal QNR to reinstate Leadership Bonus Program payout and retain downline.
 - If the Quarterly Personal QNR Requirement is not met the Ambassador will be removed from the Leadership Bonus Program, and they will no longer be entitled to receive earnings on his or her former Downline after the date of removal.
 - Linkage to Downline will be irrevocably broken and Ambassador forfeits future earnings.

See the Quarterly Personal QNR Requirement timetable on the following page for more details.

Quarterly Personal QNR Requirement Timetable

CAMPAIGNS	TIMING
C1-C6	<p>C1-C4: Promotor and Above must have at least 1 New Personal QNR to meet the requirement for Leadership Bonus Program Payouts.</p> <p>C5-C6: If the above requirement is not met, Promotor and Above will be given a grace period to have at least 1 New Personal QNR to reinstate Leadership Bonus Program payout and retain downline.</p>
C7-C12	<p>C7-C10: Promotor and Above must have at least 1 New Personal QNR to meet the requirement for Leadership Bonus Program Payouts.</p> <p>C11-C12: If the above requirement is not met Promotor and Above will be given a grace period to have at least 1 New Personal QNR to reinstate Leadership Bonus Program payout and retain downline.</p>
C13-C18	<p>C13-C16: Promotor and Above must have at least 1 New Personal QNR to meet the requirement for Leadership Bonus Program Payouts.</p> <p>C17-C18: If the above requirement is not met Promotor and Above will be given a grace period to have at least 1 New Personal QNR to reinstate Leadership Bonus Program payout and retain downline.</p>
C19-C24	<p>C19-C22: Promotor and Above must have at least 1 New Personal QNR to meet the requirement for Leadership Bonus Program Payouts.</p> <p>C23-C24: If the above requirement is not met Promotor and Above will be given a grace period to have at least 1 New Personal QNR to reinstate Leadership Bonus Program payout and retain downline.</p>
C25-C26	<p>Seasonal Blackout: Quarterly Personal QNR Requirement will not apply.</p>

Compensation Plan At-a-Glance

	TITLE	CAMPAIGN PERFORMANCE REQUIREMENTS			QNR PER 4 CAMPAIGNS ²	LEADERSHIP COMPENSATION								
		PERSONAL SALES	G1 ORDER	TOTAL TEAM SALES ¹		SPONSORING BONUS ³	GENERATION BONUS ⁴			LEADER BONUS ⁵			LIFESTYLE BONUS ⁶	
							G1	G2	G3	L1	L2	L3		
PROMOTER	PROMOTER	\$50	1		1	3%								
	STAR PROMOTER	\$50	2		1	3%	3%							
	BRONZE (BP)	\$200	3	\$1,000	1	3%	3%	3%						
	SILVER (SP)	\$200	6	\$2,000	1	3%	4%	3%						
	GOLD (GP)	\$200	9	\$4,000	1	3%	5%	3%	2%					
LEADER	BRONZE (BL)	\$200	10	\$8,500	1	3%	6.5%	3%	2%					
	SILVER (SL)	\$200	10	\$13,000	1	3%	7.5%	3%	2%	3%				
	GOLD (GL)	\$200	10	\$21,000	1	3%	8%	3%	2%	3%	2%			
EXECUTIVE LEADER	BRONZE (BEL)	\$200	10	\$42,000	1	3%	8%	3%	2%	3%	3%			\$250
	SILVER (SEL)	\$200	10	\$105,000	1	3%	8%	3%	2%	5%	3%	2%		\$300
	GOLD (GEL)	\$200	10	\$210,000	1	3%	8%	3%	3%	5%	5%	4%		\$350
	PLATINUM (PEL)	\$200	10	\$315,000	1	3%	8%	3%	3%	5%	5%	4%		\$400

¹ Team Sales is the summation of your Personal Sales plus G1, G2 and G3 team sales.

² Must have a minimum of 1 Personal QNR (Qualified New Recruit) every four campaigns within the fixed schedule to maintain Leadership bonus payouts. Additionally, a Leader will be allowed a two-campaign grace period to meet the requirement to maintain the downline attachment. See details in the Quarterly Personal QNR Requirement section.

³ Earn a 3% bonus on the sales of new recruits when you have a minimum of \$50 in Personal Sales.

⁴ Generation Bonuses are calculated at net team sales from your downline.

⁵ Leader Bonuses are calculated at net team sales of Leaders and Executive Leaders in your downline.

⁶ You will receive a Lifestyle Bonus each campaign that you continue to meet your title qualifications.

Avon reserves the right to modify any and all aspects of the Compensation and Rewards program, and all incentives and programs, including termination, at any time and without prior notice, at its sole discretion. Avon reserves the right, at its sole discretion, to disqualify Ambassadors involved in fraudulent or unethical business practices. All Ambassadors must abide by the Avon Independent Sales Ambassador Agreement, Policies and Procedures and other applicable policies, procedures and documentation. All Rewards, recognition status and benefits achieved by the Ambassador will be conditional on the account being in good credit standing. Actions of the members of the Leader's Unit (Downline) can affect their qualification for incentive and recognition programs, and, in certain cases, can affect their status and/or bonus and/or commission payout. Avon reserves the right to offset any outstanding balance due against any amounts payable by Avon to the Ambassador. Avon reserves the right to withhold and/or annul the payment of any bonuses and/or commissions if a disproportionately large part of a Leader's downline is in bad debt.