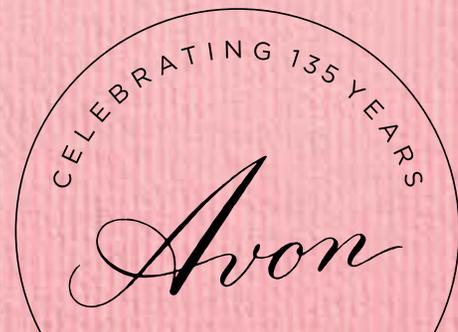
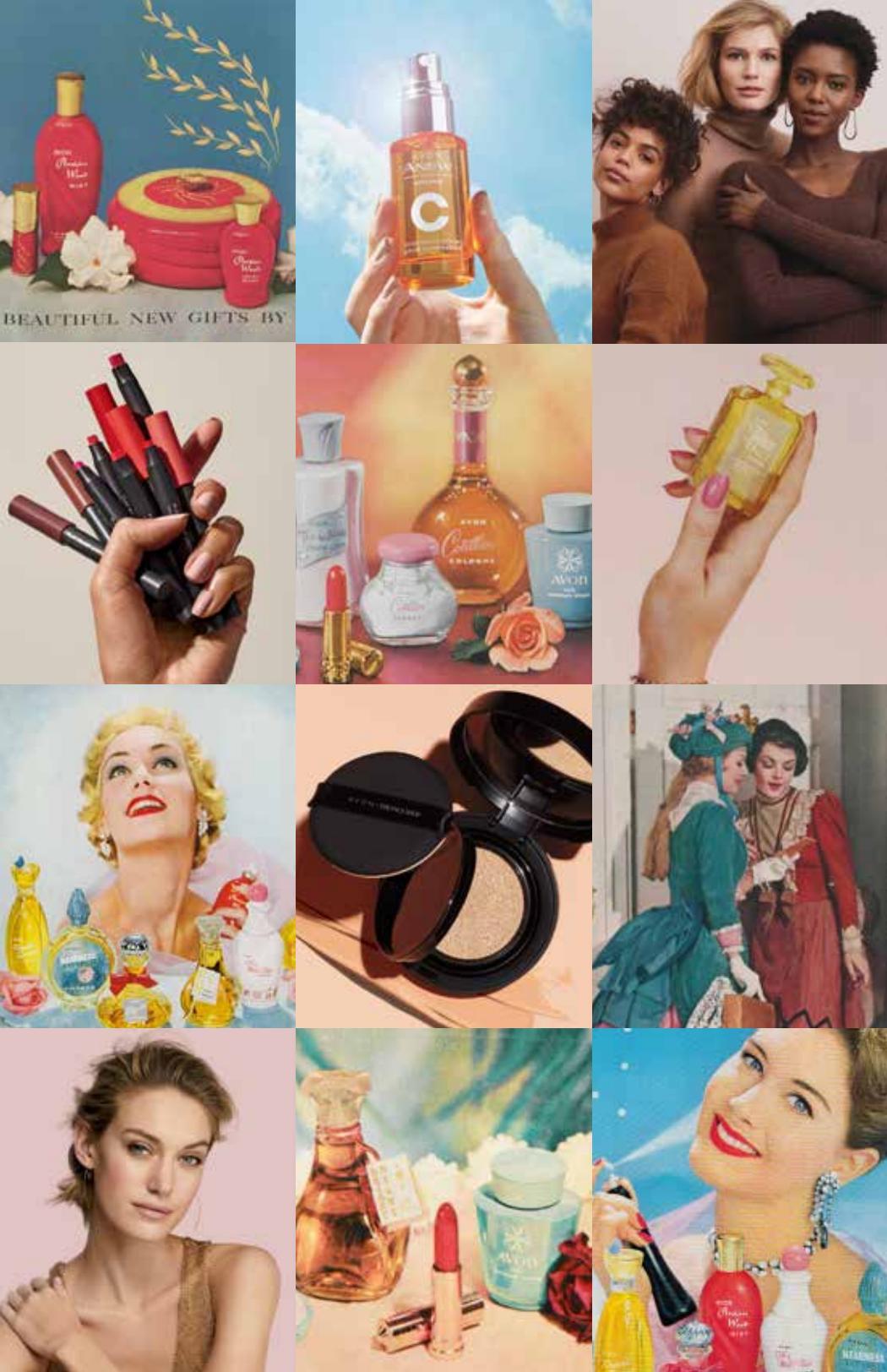


2021

Recognition Guide





Celebrating Your Success

Recognition is such an integral part of who we are and what we do at Avon. Throughout this Guide, you'll discover the many opportunities to earn, achieve, be celebrated and share your accomplishments.

I'm pleased to share that the 2021 Recognition Cycle will run from December 23, 2020, through ~~December 21, 2021~~ **the close of C2, January 4, 2022**, for Representatives to qualify for a President's Recognition and/or Leadership title, advance to a new title, join our exclusive Avon Diamond Club and qualify for a personal Concierge and team allowance to create the ultimate team experience.

Both the President's Recognition and Leadership Programs recognize you for your achievements with unique charms, rewards you can choose from, special gifts and financial incentives.

You love what you do and it shows. As the heart and soul of Avon, we look forward to applauding your efforts and honoring your success.



STEVE BOSSON
President of Sales
New Avon Company

President's Recognition Program

From gifts to
guaranteed
earnings, enjoy
all the great perks
of achieving
PRP status.



Rewarding You for Excellence in Personal Sales

Top-selling Representatives become members of our elite President's Recognition Program (PRP), earning titles and increased earnings in honor of their achievements.

PRP MEMBERSHIP TITLE	AWARD SALES
President's Club	\$10,000
Honor Society	\$20,000
Rose Circle	\$35,000
David H. McConnell Club	\$65,000
President's Council	\$110,000
Inner Circle	\$220,000

The sales level you qualify for in 2020 through C2 (January 5, 2021) locks in your PRP commission level through ~~C21 (September 28, 2021)~~ **C2, January 4, 2022**. Your earnings at the close of C21 will determine your PRP title and commissions for the remainder of 2021.

LIFETIME PRESIDENT'S CLUB

Representatives celebrating their 50th anniversary with Avon, and who have held a PRP title within one of the past five cycles leading up to their anniversary date, are honored with Lifetime President's Club status. Lifetime President's Club status provides all the benefits of President's Club for the rest of the Representative's association with Avon.

ACHIEVING A NEW TITLE

Earned a promotion? We love to celebrate your success! At the end of each campaign in which you advance to a new Sales title for the first time beyond your 2019 performance, you'll receive a congratulatory email with a link to exclusive gifts. You'll have 3 campaigns from the campaign of achievement to make your gift selection, or you'll miss out. So don't wait!

Check out the great gifts you're eligible for any time at youravon.com/home/rewards-recognition

AVON PERKSPOT—BENEFITS ALL REPRESENTATIVES!

The PerkSpot program gives you exclusive access to amazing deals on top brands, health insurance, tuition discounts for online higher education, big-ticket electronics and even car purchases. Did you know Representatives have saved over \$600,000 on car purchases in 2020 alone? There are now more than 10,000 exclusive offers available for you to take advantage of.

PerkSpot is also mobile optimized, so you can access it at home or on the go. Simply go to AvonNow.com > Manage Business > Avon Perks to log on to customize your homepage and personalize your discount experience. In 2020 alone, Representatives saved over \$3 million through the PerkSpot program—so what are you waiting for, don't miss out!

Reach for the Stars

Whether you're tracking towards PRP or a new Representative on the rise, you'll be rewarded!

PREMIER LEVEL

This level recognizes our Representatives who are tracking towards PRP and earn \$5,000-\$9,999 in Award Sales in the cycle. Once accomplished, this level guarantees you earnings and title recognition immediately and continuing through ~~C2 '21~~ C2 '22.

(Go to AvonNow.com to see all the Premier Level benefits.)

RISING STAR PIN

The Rising Star Pin (shown at right) with sparkling CZs will be awarded to our new rock star Representatives who reach \$5,000 in Award Sales within their first year of joining Avon.



Leadership Program

Building a team
and helping others
succeed can be
very rewarding.
When they earn, you
earn too—taking
your business to the
next level.



Success Is a Win-win!

Along with the satisfaction that comes from mentoring and empowering others, you'll receive bonuses on team sales as you help your team succeed.

ACHIEVING A NEW TITLE

We applaud you for going for the Gold...Bronze, Silver or Platinum! For Bronze Leaders and above, at the end of each campaign in which you advance in Leadership title for the first time beyond your 2019 performance, you'll receive a link to a selection of gifts to choose from in celebration. You'll have 3 campaigns from the campaign of achievement to make your gift selection, or you'll miss out. So don't wait!

Check out the great gifts you're eligible for any time at youravon.com/home/rewards-recognition

PATH TO LEADERSHIP

	TITLE	CAMPAIGN PERFORMANCE REQUIREMENTS		
		PERSONAL SALES	G1 ORDER	TOTAL TEAM SALES [†]
PROMOTER	PROMOTER	\$50	1	
	STAR PROMOTER	\$50	2	
AMBASSADOR	BRONZE (BA)	\$200	3	\$1,000
	SILVER (SA)	\$200	6	\$2,000
	GOLD (GA)	\$200	9	\$4,000
LEADER	BRONZE (BL)	\$200	10	\$8,500
	SILVER (SL)	\$200	10	\$13,000
	GOLD (GL)	\$200	10	\$21,000
EXECUTIVE LEADER	BRONZE (BEL)	\$200	10	\$42,000
	SILVER (SEL)	\$200	10	\$105,000
	GOLD (GEL)	\$200	10	\$210,000
	PLATINUM (PEL)	\$200	10	\$315,000

[†]Team Sales is the summation of your G1, G2 and G3 personal sales and team sales.



You're One in a Million

Unlock new rewards when you achieve \$1+ million in team sales. Building a successful team can earn you diamonds and your own concierge!

Leaders qualify for the Avon Diamond Club by achieving \$1+ million in team sales from December 23, 2020, through December 31, 2021. 2019 **January 4, 2022 (C2)** and 2020 Diamond Club Members will receive an additional half-carat diamond for each incremental million dollars in team sales during the 2021 cycle. All Diamond Club Achievements earned during 2021 will be awarded in 2022.

Leaders will receive an 18K white or yellow gold necklace (your choice) and a one-half-carat Swarovski lab-created diamond for each million dollars in team sales. (If no selection of gold color is made, Avon will select on your behalf.) Leaders can choose between the necklace or a pin.

The diamond setting is unique and designed exclusively for our Leaders. The half bezel base symbolizes your open hand as a Leader, as you support and nurture your team. The diamond symbolizes the multiple facets of your work and your team, as you shine in your business. The single prong on top represents your success in reaching the top—the pinnacle of achievement.

AVON
DIAMOND⁺
CLUB

Let's Hear It for Your Dream Team

Inspire your team to achieve \$1 million or more in sales, and reward their efforts with an exclusive celebratory experience.

CONCIERGE PROGRAM

Let your own personal Concierge turn your dream for your team into a reality. This program is designed to support Leaders in recognizing and celebrating their teams' contributions towards achieving \$1 million or more in sales during a cycle year. For 2021, the cycle runs from C2 '21 (December 23, 2020) through ~~December 31, 2021~~ **January 4, 2022 (C2)**. When you reach one of the 2021 Team Sales Achievement thresholds for the first time since 2019, or remain within the same Team Sales achievement level but show 10% growth over the previous cycle, you will be awarded the specified Concierge allowance.

Upon achievement, you will receive a congratulatory note from our President of Sales along with your Concierge Membership card. The Concierge Membership card provides you with a private phone number to a personal Concierge. From ideation to planning, the Concierge can guide you each step of the way to maximize your allowance and help you design an unforgettable experience for your team. You'll have until the end of 2022 to redeem. Check out Avon Rewards for details.

2021 TEAM SALES ACHIEVEMENT	2022 CONCIERGE ALLOWANCE
\$1 Million	\$5,000
\$5 Million	\$10,000
\$10 Million	\$20,000
\$15 Million	\$35,000
\$20 Million	\$50,000
\$25 Million	\$60,000
\$30+ Million	\$75,000

Bring On the Rewards!

Enjoy exclusive
gifts and awards
as you hit your
goals, advance
in title, achieve
milestones, and
well, just because!



Celebrating Those Special Milestones

As such a big part of our Avon family, we love to surprise you with gifts for birthdays, holidays and Avon anniversaries.

FOR PRP AND LEADERSHIP PROGRAM MEMBERS

We appreciate all that you do, and look forward to celebrating these moments throughout the year and during your time with Avon. All President's Recognition Program members and Bronze Leaders and above will receive a celebratory email and a gift for each:

- Birthday
- Holiday season
- Avoniversary

Plus, receive special surprises for your Milestone Avoniversary, every 5 years!

Executive Leaders celebrating a 30+ Milestone Avoniversary will receive spotlight recognition and a commemorative gift, reflecting their length of service and outstanding achievement.



You've Got Charm

Show off your shining achievements! You'll receive your choice of a new Recognition Charm or Pin (not shown) for each first-time Sales title advancement beyond your 2019 performance. If you select the charm and it's your first Sales or Leadership title advancement, you'll also receive the bracelet. The charm (front/back shown) or pin will be awarded upon each achievement.



PRESIDENT'S CLUB

Silver plating with symbols of the Acorn and the original California Perfume Co.



HONOR SOCIETY

Gold plating with the Oak Leaf and a door celebrating our start in door-to-door sales.



ROSE CIRCLE

Rose gold plating with the rose and a wreath around the "A" representing your crowning achievement.



DAVID H. MCCONNELL CLUB

Silver and gold plating with our founder David H. McConnell and a book celebrating his start as a book salesman.



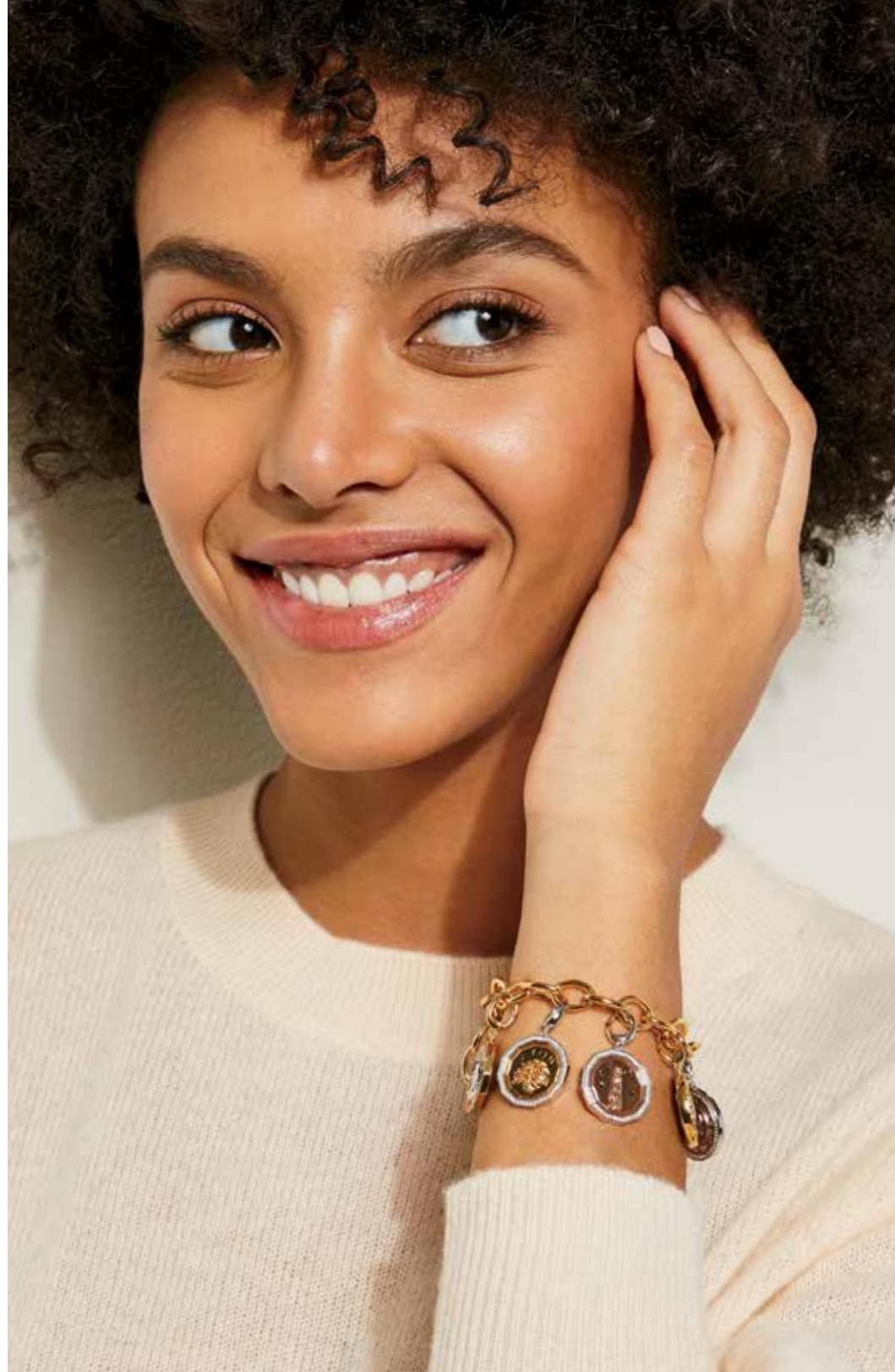
PRESIDENT'S COUNCIL

Rose gold and silver plating with Mrs. P.F.E. Albee, our very first Avon Representative, and a door knocker that opens the door to the Avon opportunity.



INNER CIRCLE

Gold and silver plating with the Great Oak in celebration of our founder and the 4 A's representing Anytime, Anywhere, Always, Ask.



Because You're a Gem

When you achieve a Leadership title for the first time at the Bronze Leader level or above, beyond your 2019 performance, you'll receive your choice of a Leadership Charm or Pin (not shown) for each title advancement. If you select the charm and it's your first Leadership or Sales title advancement, you'll also receive the bracelet. The charm (front/back shown) or pin features a precious stone to honor your sparkling qualities as a team leader and mentor.



BRONZE LEADER

Gold plated perfume bottle with a genuine pearl symbolizing the achievements gained through patience and perseverance.



SILVER LEADER

Silver plated with rose quartz, which represents the heart and symbolizes compassion and comfort.



GOLD LEADER

Gold plated with a genuine faceted citrine representing the sun and the fresh new beginnings you experience as you rise in achievement.



BRONZE EXECUTIVE LEADER

Rose gold plated with a genuine amethyst, the color of royalty with a blend of blue (calm stability) and the fierce energy of red.



SILVER EXECUTIVE LEADER

Silver plated with a genuine garnet, the stone of prosperity and abundance encouraging gratitude and service to others.



GOLD EXECUTIVE LEADER

Gold plated with a created emerald representing wealth and prosperity and the strength of sharing with others.



PLATINUM EXECUTIVE LEADER

Platinum plated with a created sapphire, the stone of wisdom, representing the commitment to leadership.

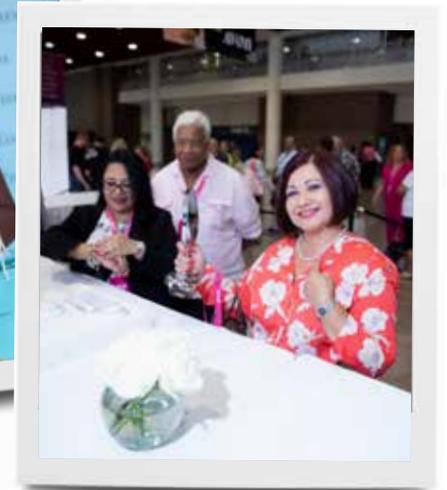


We Can't Wait to Surprise You

From exclusive shopping experiences, to special celebrations at Avon events, you never know when your achievement may earn you something extra special.

DON'T FORGET...YOU HAVE TO BE IN IT TO WIN IT!

Make sure you're participating in all the Avon events you're eligible for, so you don't miss out on any surprise recognition moments. And you can guarantee there will be some exciting recognition moments at Convention 2021, so be sure to check [AvonNow.com](https://www.avonnow.com) for details about when you need to achieve and register by in order to be featured.



Awarding Your Excellence

AVON VISIONARY AWARD

Introduced in 2020, as the re-imagining of our Woman of Enterprise, this is Avon's highest and most prestigious award and honors a forward-thinking visionary spirit that embodies our core values of belief, integrity, respect, trust and humility. It's awarded to an Executive Leader or above, who is also Honor Society or above, and shows a commitment to empowerment, entrepreneurship and community. Nominated by Avon's Corporate Sales Management Team, the honoree receives the statuette, pin and a \$10,000 Bonus (\$5,000 personal cash bonus and \$5,000 towards a charity of her or his choice) at a special celebration.

AVON GUIDING SPIRIT

All Representatives have the opportunity to nominate a Gold Leader or above, who has demonstrated an extraordinary commitment to leading by example and inspiring team members to higher levels of success.

The nomination is based on these characteristics:

- Leading by Example—showing strong Personal Sales, Recruiting and Leader Development
- Recognition—providing timely, appropriate and meaningful appreciation to their fellow Representatives
- Mentoring—hosting trainings and meetings and developing personal connections with Representatives

The Avon Guiding Spirit honoree receives a \$2,000 bonus in addition to the award at the annual Kickoff meeting.

SPIRIT OF ALBEE

Recognized as the very first "Avon Lady," Mrs. Albee was a remarkable woman, a true visionary and a great proponent of financial independence for women in the 19th century. This award symbolizes that entrepreneurial spirit and honors those who strive to build better lives for themselves and others. Each year at a special celebration, all Executive Leaders who are also Inner Circle members receive a \$2,000 cash bonus in addition to the award.



**AVON
VISIONARY
AWARD**

**SPIRIT
OF
ALBEE**

**AVON
GUIDING
SPIRIT**

The Pinnacle of Success

NATIONAL

The Pinnacle Awards honor star performers in Sales and Leadership. The awards commemorate your top achievements across 12 categories...talk about the pinnacle of success!

The Sales categories include:

- Personal Sales Volume
- Personal Sales Increase
- National Rising Star
- LABC Sales Volume
- LABC Sales Increase

The Leadership categories include:

- Team Sales Volume
- Team Sales Increase
- Team Representative Growth
- Personal Recruiting
- Personal Leader Development
- President's Recognition Program Development Champion
- National New Representative Mentor

The top 10 in the nation for each category (except LABC categories) and the top 5 for each LABC category will be recognized at a special celebration and receive a stunning genuine crystal award. The #1 in the nation in all 12 Pinnacle categories will receive a cash award of \$5,000.

If an achiever is #1 for both Personal Sales Volume and Personal Sales Increase, LABC Sales Volume and LABC Sales Increase, or Team Sales Volume and Team Sales Increase, she or he will receive an additional \$5,000 cash award.

If the #1 in Personal Sales Volume or the #1 in Team Sales Volume has an increase over the prior year, they will receive an additional cash award of \$5,000.



NEW REGIONAL STATE RECOGNITION

In 2021, we are rolling out special State Recognition to include the 50 states, Washington, D.C. and the Islands, tracking select Pinnacle categories that include Personal Sales Volume, Personal Sales Increase, Personal Recruiting and National New Representative Mentor Bonus. The top 10 in each state will be posted on AvonNow.com each campaign beginning in C5 through C24. Like the National Pinnacles, we want to keep some surprises for the close of the cycle. At the end of the cycle, the #1 achiever in the 4 categories in each of the 50 states plus Washington, D.C. and the Islands will be recognized for their achievement through the Avon Rewards portal. The top 10 in the 4 categories will be recognized by email and provided with branded social media to celebrate their success.

TOP 100 REPORTS

To help you see who is tracking towards the Pinnacle Awards throughout the year, the top 100 National Representative names for many of the Pinnacle categories will be made available on AvonNow.com at the end of each campaign, through C24.

Leadership and President's Recognition Program title advancements will also be available, with the name and new title of Representatives who were promoted in the most recent campaign.

RECOGNIZING NEW REPRESENTATIVES

- Our exciting Pathway to Premier Program rewards new Representatives within their first 8 campaigns (find all the details at AvonNow.com).
- All active Representatives will receive a celebratory gift to commemorate their one-year anniversary with Avon.
- New Representatives who are fast-tracking for success are eligible for and will experience special recognition at events they attend throughout the year.

Go to [AvonNow.com/Rewards](https://www.avonnow.com/Rewards) and Recognition for the full details.

Program details are subject to change at any time at Avon's discretion.

