HOLIDAY OPPORTUNITIES AT A GLANCE

<table>
<thead>
<tr>
<th>SELLING DATES</th>
<th>SEPTEMBER / OCTOBER</th>
<th>OCTOBER / NOVEMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>C20</td>
<td>C21</td>
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<td></td>
<td>8/25 – 9/19</td>
<td>9/8 – 10/3</td>
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**SEPTEMBER / OCTOBER**

- Anew Power Serum
- Let Beauty Empower You
- Fall Must Haves

**OCTOBER / NOVEMBER**

- Big & False Mascara
- Step into Fall in Style
- Hooray for Thanksgiving

**Programs & Stock-Ups**

- Power Serum Instant Delivery
- Outspoken Party! Ship Direct
- Outspoken Party! Instant Delivery
- Avon Living SRO’s
- Double Dollars on Anew Skin Care

**Incentives & Earning**

- Hit $100 C20-C26
- Journey to Gold C20-C26
- Crossover & Cash In C13-C26
- It’s Time to Recruit C19-C22
- President’s Recognition Program
  *Earn points every campaign!*

- Appointment Fee Waiver 9/2-9/15
- Free Reinstatements 9/30-10/13
- Direct Delivery Incentive 9/26-10/3

*New Representatives*  *All Representatives*  *Sales Leaders*  *Events*  *Other*

*Anew Double Dollars do not apply to samples, minis, Anew Age-Transforming cosmetics or Anew products in Avon Outlet.*
# Holiday Opportunities at a Glance

<table>
<thead>
<tr>
<th>NOVEMBER</th>
<th>DECEMBER</th>
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<tbody>
<tr>
<td>C24</td>
<td>C25</td>
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- **Home Holiday Decor**
- **Holiday Gift Giving** (Avon Living)
- **Holiday Beauty Looks**
- **Christmas is for Kids**
- **Stocking Stuffer Discounts**
- **Gifts for Everyone**
- **Attraction for Him & Her**
- **Beauty Gift Sale**
- **Gifts for Everyone on your list**
- **Christmas is for Kids**
- **Stocking Stuffer Discounts**
- **Gifts for Everyone**

- **Attraction product incentive**
- **Double Dollars on Anew Skin Care**
- **Attraction Ship Direct**
- **Double Dollars on Anew Skin Care**
- **Attraction Instant Delivery**
- **Double Dollars on all Beauty Products**
- **Anew Clinical Line Eraser with Retinol**
- **Vintage Print 3pc collection (Sold Separately)**
- **Brilliant Prestige collection**

## Campaign Dates

- **C24 (10/20 – 11/14)**
- **C25 (11/3 – 11/28)**
- **C26 (11/17 – 12/12)**
- **C1 (12/1 – 12/26)**

### Selling Programs & Stock-Ups

- **Hit $100 C20-C26**
- **Journey to Gold C20-C26**
- **Crossover & Cash In C13-C26**
- **Grow to Win Getaway C23-C1**
- **12 Weeks of Giving C22-C1**
- **President’s Recognition Program**
  
  *Earn points every campaign!*

### E-Store Holiday Boutique

- **11/2-12/15**

### Direct Delivery Incentive

- **11/4-12/5**

---

*New Representatives  All Representatives  Sales Leaders  Events  Other

*Avon Double Dollars do not apply to samples, minis, Anew Age-Transforming cosmetics or Anew products in Avon Outlet.*
CELEBRATE THE DIFFERENCE YOU CAN MAKE

Donations will be made when selected products marked with The Pink Issue box are purchased from Brochure 22.

Join the party with new OUTSPOKEN PARTY! by Fergie.

Breast cancer survivors appear throughout our special Pink Issue, Brochure 22.
YOUR SALES OF OUTSPOKEN PARTY! BY FERGIE CAN MAKE A DIFFERENCE IN THE LIVES OF WOMEN.
IN HONOR OF BREAST CANCER AWARENESS MONTH IN OCTOBER, AVON WILL MAKE DONATIONS TO THE AVON BREAST CANCER CRUSADE FOR OUTSPOKEN BY FERGIE* AND PINK ISSUE PRODUCT† PURCHASES. TOGETHER YOU AND AVON CAN SAVE LIVES AND YOU’LL BE POCKETING EARNINGS TOO.
WHAT A GREAT REASON TO CELEBRATE!

*Up to $1 million, Brochures 22 and 23 only. †Up to $1 million, Brochure 22 only.

YOUR SALES OF OUTSPOKEN PARTY! BY FERGIE CAN MAKE A DIFFERENCE IN THE LIVES OF WOMEN.
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WHAT A GREAT REASON TO CELEBRATE!

*Up to $1 million, Brochures 22 and 23 only. †Up to $1 million, Brochure 22 only.

INCENTIVES IN PLAY

NEW REPRESENTATIVES:
Hit $100 Challenge

SALES LEADERS:
It’s Time to Recruit
Journey to Gold
Crossover and Cash In

ALL REPRESENTATIVES
12 Weeks of Giving
Outspoken Party! by Fergie product incentive
Double Dollars on all Anew Skin Care products*

C22 KEY EVENTS

9/18
NEW EPISODE OF AVON WEB TV AVAILABLE
Watch this video for key info to make the most of each campaign!

9/18
GROW TO WIN CALL
Join this call for business updates, recognition, and more from Margaret Gramann, Head of Sales

9/18 & 9/21
SALES LEADER CALL SERIES
Join these calls for strategies to grow your Leadership team and business

9/22 SELLING STARTS

9/26 – 10/3
AVON DIRECT DELIVERY INCENTIVE
Take advantage of the latest way to earn by selling through your Avon eStore!

12 WEEKS OF GIVING WEEKS 1 AND 2
Make sure you visit the Social Media Center each week to share a new post on your Facebook, Twitter, or Pinterest.

*Anew Double Dollars do not apply to samples, minis, Anew Age-Transforming cosmetics or Anew products in Avon Outlet. Visit YourAvon.com for more details on all of these incentives and programs.
November is Breast Cancer Awareness Month! Your purchase of this product helps to support the Avon Breast Cancer Crusade and save lives.

Breast Cancer Crusade Ribbon Tennis Bracelet
Enamel-like ribbon design embellished with rhinestones.
7” L with 1” extender.

$5 ($1 donation)

CAMPAIGN 23, 2015
AVON PRODUCTS, INC., 777 THIRD AVENUE
NEW YORK, NY 10017

To place an order, call:

Improving the Lives of Women Globally
Visit us at avonfoundation.org

OUR RETURN POLICY
If you are not completely satisfied, return any item within 90 days of receiving it and get your money back. View Avon’s full 90-Day Return Policy at avon.com/returns.

Brochure effective until

Find me on www.youravon.com/

Credit cards not applicable in Puerto Rico and the Caribbean.

AVON.COM
Connect with us:

LOVE IT!
WANT IT!
GET IT!

FAB FINDS YOU NEED RIGHT NOW

FALL FOR FASHION!

Beauty must haves for the makeup lovers in your life – perfect for the holidays and beyond.

Fab fashion finds for fall, plus the ultimate accessories guide.

Your generous gift can make a big difference to a child, senior citizen, or hospital patient.
IT’S NEVER TOO SOON FOR YOUR CUSTOMERS TO GET A JUMP START ON THEIR HOLIDAY SHOPPING. WITH BROCHURE 23 YOU’VE GOT THE FASHION FINDS, BEAUTY MUST HAVES AND A PREVIEW OF WHAT THE HOLIDAY HAS IN STORE. HELP THEM CROSS THE NAMES OFF THEIR SHOPPING LIST AND RACK UP THE SALES AND EARNINGS.

INCENTIVES IN PLAY

NEW REPRESENTATIVES:
Hit $100 Challenge

SALES LEADERS:
Journey to Gold
Crossover and Cash In
Grow to Win Getaway

ALL REPRESENTATIVES
12 Weeks of Giving
Double Dollars on all Anew Skin Care products*

C23 KEY EVENTS

10/5
HOLIDAY MEETINGS BEGIN
Attend an event in your area to start your holiday selling season off right

10/6 SELLING STARTS

10/6
AVON LIVING IS LIVE ON YOURAVON.COM!
Visit this page for key information on this special magalog and its great products

10/15
ATTRACTION PRODUCT INCENTIVE: ECOMMITMENT DUE DATE (A-WEEK)

10/22
ATTRACTION PRODUCT INCENTIVE: ECOMMITMENT DUE DATE (B-WEEK)
Order our latest fragrance (launching in C26) in advance – big earnings and awesome rewards could be yours!

12 WEEKS OF GIVING WEEKS 3 AND 4
Make sure you visit the Social Media Center each week to share a new post on your Facebook, Twitter, or Pinterest.

*Anew Double Dollars do not apply to samples, minis, Anew Age-Transforming cosmetics or Anew products in Avon Outlet.
Visit YourAvon.com for more details on all of these incentives and programs.
NEXT STOP, CHRISTMAS!

Give her beauty. Make it easy with perfectly matched gift sets.

Stop. Shop. Disney! Bring a bit more magic to everyone’s holiday with the Disney Holiday Train Set.
THE HOLIDAYS ARE RIGHT AROUND THE CORNER!
WHETHER YOUR CUSTOMER WANTS TO ADD
SOMETHING SPECIAL TO THEIR HOME OR THEIR
LOOK, BROCHURE 24 HAS EVERYTHING YOU
NEED TO MAKE THEM MERRY AND MAKE
YOUR EARNINGS GROW.

INCENTIVES IN PLAY

NEW REPRESENTATIVES:
Hit $100 Challenge

SALES LEADERS:
Journey to Gold
Crossover and Cash In
Grow to Win Getaway

ALL REPRESENTATIVES
12 Weeks of Giving
Double Dollars on all Anew Skin Care products

C24 KEY EVENTS

10/16
NEW EPISODE OF AVON WEB TV AVAILABLE
Watch this video for key info to make the
most of each campaign!

10/16
GROW TO WIN CALL
Join this call for business updates, recognition,
and more from Margaret Gramann, Head of Sales

10/16 & 10/19
SALES LEADER CALL SERIES
Join these calls for strategies to grow your
Leadership team and business

10/20 SELLING STARTS

12 WEEKS OF GIVING WEEKS 5 AND 6
Make sure you visit the Social Media Center each week to
share a new post on your Facebook, Twitter, or Pinterest.

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Visit YourAvon.com for more details on all of these incentives and programs.
YOUR HOME IS THE PLACE TO BE THIS HOLIDAY

GET IT NOW!
LIMITED QUANTITIES AVAILABLE

Your BEST HOLIDAY. EVER!
Starting with the 2015 Avon Holiday Plush Teddy Bear – a huggable collectible!

Festive and bright. Everything you need for the holiday home.

104 BRILLIANT GIFT IDEAS!

OUR FAVORITE TRICKS, TIPS AND SHORTCUTS

AVON EXCLUSIVE
'TIS THE SEASON FOR YOUR BUSINESS TO SHINE!

Our very first edition of the special Avon Living Magalog gives you tons of new ways to welcome Avon into your customers' homes. With stocking stuffers for the kids, plus gifts and cookware from recognized brands like Lenox, Mikasa, and Cuisinart, we’ve got a hand-picked selection of 'need it now, love it forever' products for the holidays and beyond!

Sugar and spice.
To help make treasured holiday memories.

Holiday-themed decor and more.
You’ll enjoy year after year.
OUR HOLIDAY GIFT GUIDE IS HERE... WISH BIG!

Our Pop-Up Screen-Printed Dollhouse and Firehouse will make holiday wishes come true – and capture their imaginations.

Gifts for all – including yummy treats for your favorite chef.
INCENTIVES IN PLAY

NEW REPRESENTATIVES:
Hit $100 Challenge

SALES LEADERS:
Journey to Gold
Crossover and Cash In
Grow to Win Getaway

ALL REPRESENTATIVES
12 Weeks of Giving
Double Dollars on all Anew Skin Care products*

C25 KEY EVENTS

11/3 SELLING STARTS

11/4 – 11/10
AVON DIRECT DELIVERY INCENTIVE

11/11 – 11/17
AVON DIRECT DELIVERY INCENTIVE
Take advantage of the latest way to earn by selling through your Avon eStore!

12 WEEKS OF GIVING WEEKS 7 AND 8
Make sure you visit the Social Media Center each week to share a new post on your Facebook, Twitter, or Pinterest.

*Anew Double Dollars do not apply to samples, minis, Anew Age-Transforming cosmetics or Anew products in Avon Outlet.
Visit YourAvon.com for more details on all of these incentives and programs.
Intensely magnetic
AVON ATTRACTION
for Him and Her

With the purchase of each fleece, $6.40
will be donated to the
Avon Foundation
Breast Cancer
Crusade.

Bring the warmth
of the holidays
home to every room.
INCENTIVES IN PLAY

NEW REPRESENTATIVES:
Hit $100 Challenge

SALES LEADERS:
Journey to Gold
Crossover and Cash In
Grow to Win Getaway

ALL REPRESENTATIVES
12 Weeks of Giving
Double Dollars on all Beauty products

GET INTENSELY MAGNETIC IN CAMPAIGN 26
WITH AVON ATTRACTION FOR HIM AND HER,
PLUS THE TRENDIEST JEWELRY TO ADORN YOUR
CUSTOMERS FOR ANY HOLIDAY PARTY ON THEIR
CALENDAR. BOOST YOUR EARNINGS WITH DOUBLE
DOLLARS ON ALL BEAUTY THIS CAMPAIGN!

The holidays are the time to shine.
Make sure you check out the
special purchase
offer in Brochure 26!

C26 KEY EVENTS

11/13
NEW EPISODE OF AVON WEB TV AVAILABLE
Watch this video for key info to make the
most of each campaign!

11/13
GROW TO WIN CALL
Join this call for business updates, recognition,
and more from Margaret Gramann, Head of Sales

11/13 & 11/16
SALES LEADER CALL SERIES
Join these calls for strategies to grow your
Leadership team and business

11/17 SELLING STARTS

11/18 – 11/24
AVON DIRECT DELIVERY INCENTIVE
11/25 – 12/1
AVON DIRECT DELIVERY INCENTIVE
11/24 - 12/1
BLACK FRIDAY & CYBER MONDAY DEALS
Take advantage of the latest way to earn by selling
through your Avon eStore!

12 WEEKS OF GIVING WEEKS 9 AND 10
Make sure you visit the Social Media Center each week to
share a new post on your Facebook, Twitter, or Pinterest.

Visit YourAvon.com for more details on all of these incentives and programs.
Look for last minute gifts to keep them cozy and warm in Brochure 1. Like our Memory Foam Slippers!
INCENTIVES IN PLAY

SALES LEADERS:
Grow to Win Getaway

ALL REPRESENTATIVES
12 Weeks of Giving

Put the sparkle in the holiday season with our Brilliant Prestige jewelry collection.

C1 KEY EVENTS

12/1 SELLING STARTS

12/2 – 12/13
12 DAYS OF DEALS

12/2 – 12/8
AVON DIRECT DELIVERY INCENTIVE

12/9 – 12/15
AVON DIRECT DELIVERY INCENTIVE
Take advantage of the latest way to earn by selling through your Avon eStore!

12 WEEKS OF GIVING WEEKS 11 AND 12
Make sure you visit the Social Media Center each week to share a new post on your Facebook, Twitter, or Pinterest.

Visit YourAvon.com for more details on all of these incentives and programs.
SNAPSHOT

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<th>ACTUAL</th>
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<td></td>
<td>C___</td>
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<tr>
<td>Award Sales</td>
<td>=$</td>
</tr>
<tr>
<td>Total # of Customers (incl. Online)</td>
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<td>=$</td>
</tr>
<tr>
<td>Earnings</td>
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</table>

PRP Sales Achievement

| Award Sales CTD |      |

STRATEGY

A. NEW CUSTOMERS EVERY CAMPAIGN

# of Referrals ......................................................

# of New Prospects ..................................................

Total # of New Customers .......................................... B

B. PRODUCT PROMOTION

TELL ..............................................................................

GIVE .............................................................................

MODEL ...........................................................................

DEMO ............................................................................

PRE ORDER ....................................................................... C

C. CALCULATE YOUR EARNINGS

Average Customer Purchase = $

Total # of Customers = Per Campaign Average # of Customers (A) + Total # of New Customers (B)

Multiply the Average Customer Purchase X the Total # of New Customers = Potential Total Award Sales

Potential Total Earnings (X %) = $

Use the Earnings Table at right to ensure that appropriate Earnings % levels are being applied to your regular Total Award Sales; Remember that you earn 20% on all Fixed Earnings products (25% Fixed Earnings for PRP members)

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Reference Table 2: Earnings Levels based on Order Size

Reference Table 1: Sales Achievement Targets by PRP Level
Personal Campaign Goal Plan

Sit down with your District Manager or upline Leader to set your personal goals for each campaign.

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STRATEGY

A. NEW CUSTOMERS EVERY CAMPAIGN

# of Referrals

# of New Prospects

Total # of New Customers

B. PRODUCT PROMOTION

TELL

GIVE

MODEL

DEMO

PRE ORDER

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Total # of New Customers ...................................

B. PRODUCT PROMOTION

TELL

GIVE

MODEL

DEMO

PRE ORDER

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Reference Table 1: Sales Achievement Targets by PRP Level

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<th>Rose Circle</th>
<th>McConnell Club</th>
<th>President’s Council</th>
<th>Inner Circle</th>
</tr>
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<tbody>
<tr>
<td>Total Cycle Sales (minimum requirement)</td>
<td>$10,000</td>
<td>$20,000</td>
<td>$35,000</td>
<td>$65,000</td>
<td>$110,000</td>
</tr>
<tr>
<td>Average # Customers</td>
<td>15</td>
<td>31</td>
<td>58</td>
<td>102</td>
<td>173</td>
</tr>
<tr>
<td>Average Award Sales per Campaign</td>
<td>$385</td>
<td>$763</td>
<td>$1,347</td>
<td>$2,500</td>
<td>$4,231</td>
</tr>
<tr>
<td>Average Percentage Earnings</td>
<td>40%</td>
<td>40%</td>
<td>45%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Average Monthly Earnings Potential</td>
<td>$308</td>
<td>$588</td>
<td>$1,212</td>
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<td>C___</td>
</tr>
<tr>
<td>Award Sales</td>
<td>C___</td>
</tr>
<tr>
<td>Total # of Customers (incl. Online)</td>
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</tr>
<tr>
<td>Average Order</td>
<td>C___</td>
</tr>
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<td>Earnings</td>
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</tr>
<tr>
<td>PRP Sales Achievement</td>
<td>A</td>
</tr>
<tr>
<td>Award Sales CTD</td>
<td>A</td>
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</tbody>
</table>

### STRATEGY

**A. NEW CUSTOMERS EVERY CAMPAIGN**

- # of Referrals
- # of New Prospects
- Total # of New Customers

**B. PRODUCT PROMOTION**

- TELL
- GIVE
- MODEL
- DEMO
- PRE ORDER

**C. CALCULATE YOUR EARNINGS**

Average Customer Purchase = $

Total # of Customers = Per Campaign Average # of Customers (A) + Total # of New Customers (B)

Multiply the Average Customer Purchase X the Total # of New Customers = Potential Total Award Sales

Potential Total Earnings = $

### Reference Table 1: Sales Achievement Targets by PRP Level

<table>
<thead>
<tr>
<th></th>
<th>President’s Club</th>
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<tr>
<td>Total Cycle Sales</td>
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</tr>
<tr>
<td>Minimum Requirement</td>
<td>15</td>
<td>31</td>
<td>58</td>
<td>102</td>
<td>173</td>
<td>431</td>
</tr>
<tr>
<td>Average # Customers</td>
<td>$385</td>
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</tr>
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### Reference Table 2: Earnings Levels based on Order Size

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<tr>
<th>ORDER SIZE</th>
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<td>$1,575 or greater</td>
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Use the Earnings Table at right to ensure that appropriate Earnings % levels are being applied to your regular Total Award Sales; Remember that you earn 20% on all Fixed Earnings products (25% Fixed Earnings for PRP members).
Personal Campaign Goal Plan

SNAPSHOT

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Strategies:

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# of Referrals
# of New Prospects
Total # of New Customers

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