Helping millions of women, all over the world to get ahead in life, in their own way and on their own terms.

THE FACTS

- **6 million**
  Representatives globally
  50% of new Representatives are under 35

- **Over 90%**
  brand awareness

- **Top 3**
  brand across colour, skincare and fragrance in most markets

- **In 1 minute...**
  Iconic ANEW brand sells 20 products

- **50+ countries**
  Sales operations in over 50 countries

- **#1 word of mouth**
  beauty brand offline

- **$1 billion**
  donated to fight breast cancer and domestic violence

- **In 1 second...**
  4 Avon lipsticks and 2 Avon mascaras are sold
THE INNOVATION

200+
Scientists & technicians
work daily to create products that
our Representatives are proud to sell

The first company to...
Bring AHA technology to the mass market
Stabilize retinol (vitamin A) and vitamin
concentrate in anti-aging treatments
Introduce a rotational anti-ageing night cream

A NEW
A LIFETIME BEAUTIFUL

mark.
THE POWER TO CREATE

AVON TRUE
Beautiful promises kept
ISSUES THAT MATTER MOST TO WOMEN

The largest corporate supporter focused solely on women’s issues across the globe

Avon Breast Cancer Promise

Donated more than $800 million to breast cancer causes

Educated 180 million women about this disease and funded breast health screenings for nearly 20 million women

We’re proud of what we and our Avon Representatives have done. But we know there is much more to do. We are committed to working in partnership with charities and breast cancer experts. And we won’t stop until every woman knows the risks, knows the signs, and knows how and when to take action to protect her breast health.

Avon Promise to Help End Violence Against Women & Girls

Donated more than $60 million globally to end domestic violence and support victims and their families

At Avon, we believe in a world where women and girls can live a life free from violence and abuse. One in three women will be a victim of violence in her lifetime so we commit our resources and our energy to encourage conversation, provide information and improve support.

Avon is the company that for more than 130 years has proudly stood for beauty, innovation, optimism and, above all, women.
THE LATEST RESULTS

Q2 2018

Revenue* $1.3 billion, -7%
Active Representatives* -4%
Total Avon Adjusted Operating Margin 5.8%, +70 bps

*For Reportable segments
Using like-for-like comparisons to provide comparable year on year reporting before the impact of the new accounting standards.

From the CEO

"Entering my seventh month at Avon, I am encouraged by improved revenue growth in 3 of our top 5 markets and the promising trends we are seeing across the majority of the rest of our business. This is underpinned by our improving service quality and operational efficiencies, and in turn reflected in our higher operating margin. However, we are not yet satisfied with the overall operating results of the quarter.

“The senior leadership team and I continue to focus on immediate corrective priorities, while also finalizing plans for Avon’s long-term success. We are prioritizing achieving profitable, sustainable topline growth by focusing on our Representative experience and satisfaction through enhanced training for 500,000 Representatives in the second half, as well as new sales incentives programs, better service and improved forecasting. We are becoming more agile, halving the time to bring on-trend products to market with over 200 expected to launch in the second half. We will support our second half global launches with an additional $30 million of advertising and marketing spend. And, finally, we are placing digital at the center of all actions to drive our future progress, enhancing our digital and e-commerce capabilities through initiatives such as our new mobile e-brochure, which is locally customizable and distributed via social media. This is an important first step to build a digital social selling beauty company.

“Importantly, Avon is rapidly injecting new talent and capabilities into the business, most notably a new Chief Digital Officer and three new General Managers in our top markets, while we continue to institute a performance culture through increased accountability, agility and speed of execution.”

Jan Zijderveld, Chief Executive Officer
The Latest Results

The Breakdown

Total Revenue 2015-2017 (in billions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (in billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$5.7</td>
</tr>
<tr>
<td>2016</td>
<td>$5.7</td>
</tr>
<tr>
<td>2015</td>
<td>$6.2</td>
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</tbody>
</table>

In March 2016, the company separated from its North America business. As a result, the revenue and expenses of North America are no longer included in the Company’s revenue and expenses, but instead have been reported as discontinued operations for all periods presented.
AVON

THE LATEST RESULTS

The Breakdown

Revenue by Product Category for 2017 (in billions)

- **Beauty**: $4.15 (73%)
  - Skincare, fragrance, colour
- **Fashion**: $0.82 (14%)
  - Jewellery, watches, apparel, footwear, accessories, children’s
- **Home**: $0.59 (10%)
  - Gift & decorative products, housewares, entertainment & leisure, children’s, nutrition
- **Other**: $0.15 (3%)

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THE COMPANY FOR WOMEN

This is the company that puts mascara on lashes and food on tables. That fights wrinkles with one hand and breast cancer with the other.

That knows the value of a perfect lip, but still opens its mouth and speaks out against gender-based violence and for women’s financial independence. This is the company that not only brings beauty to doors, but also opens them.

The company that supports approximately 6 million Representatives worldwide. This is Avon. The company that for more than 130 years has stood for beauty, innovation, optimism and, above all, for women.

www.avoncompany.com