

BUILDING THE FUTURE

In 1886, Avon Founder David H. McConnell started a business that brought a world of beauty directly to women, in a way that best met their needs for timely, convenient, and personal shopping. He also created opportunities for women to build their own businesses.

Today, Mr. McConnell's direct selling system is one of the world's most powerful distribution channels. Some 2.6 million independent Representatives sell Avon in 135 countries. Every year, Avon Representatives fulfill over 650 million customer orders, generating more than \$2 billion in commissions for themselves and their families.

In developing markets, Avon and direct selling are growing dramatically, driven by strong demand for quality beauty products and the company's innovative ways of bringing the Avon store to women. In established markets, Avon is strengthening its core direct selling channel, and exploring complementary ways of reaching and serving new generations of customers.

Looking ahead, Avon is building on nine consecutive years of increased sales and profits with a strategic program for freeing resources to accelerate long-term growth. By investing today, Avon tomorrow will have more customers, more sales, more profits - and a direct selling channel that is more powerful than ever.

GROWING IN DEVELOPING MARKETS



CONTEMPORIZING ESTABLISHED MARKETS



FUELING FUTURE GROWTH

