

POLICIES AND PROCEDURES

UNITED STATES

VERSION 20

RODAN+FIELDS

RODAN+FIELDS

CONSULTANT POLICIES AND PROCEDURES (U.S.) Version 20

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PLEASE NOTE: If there are questions regarding any of the following Policies and Procedures, please contact the Compliance Department via email at compliance@rodanandfields.com.

SECTION 1: THE COMPANY

Rodan & Fields, LLC (“Rodan + Fields” or the “Company”) is changing skin, hair and lives by partnering with entrepreneurs to redefine the future of skincare and haircare. Founded by Stanford-trained renowned dermatologists, Dr. Katie Rodan and Dr. Kathy Fields, Rodan + Fields is committed to offering life-changing, dermatology-inspired skin and hair care solutions. Rodan + Fields* is redefining skincare, haircare and entrepreneurship.

*Rodan and Fields, Rodan & Fields, Rodan + Fields

The Rodan + Fields Mission: Create life-changing opportunities and results for Consultants and Customers; bring transformative dermatology-inspired solutions to every market we serve.

SECTION 2: POLICIES AND PROCEDURES INCORPORATED INTO CONSULTANT AGREEMENT

These Policies and Procedures (including the Compensation Plan, Glossary and Code of Consultant Business Ethics incorporated herein by reference and attached as Appendices A, B and C hereto), in their present form and as amended from time to time at the sole discretion of Rodan + Fields (the “Policies and Procedures”), are incorporated into and form an integral part of the Consultant Agreement, which sets forth Rodan + Fields and each Consultant’s legal rights and obligations.

Throughout these Policies and Procedures, where the term “Consultant Agreement” is used, it refers to the legally binding agreement between Rodan + Fields and each Independent Consultant (“Consultant”), consisting of (i) a properly completed and submitted Consultant Application that has been accepted by Rodan + Fields in its sole discretion; (ii) these Policies and Procedures that are incorporated into and form an integral part of the Consultant Agreement; and, if applicable, (iii) a properly completed Business Entity Registration Form that has been accepted by Rodan + Fields in its sole discretion. In the event of any conflict between the applicable Consultant Application or the Business Entity Registration Form, and these Policies and Procedures, these Policies and Procedures shall control. It is the responsibility of each Consultant to read, understand, adhere to and ensure that they are aware of and operating under the most current version of these Policies and Procedures. When sponsoring a potential Consultant, it is the responsibility of the Sponsor to provide access to the most current version of these Policies and Procedures (including the Compensation Plan) to the new Applicant prior to that potential Consultant’s submission of the Consultant Application. The R+F Policies and Procedures can be found on the Rodan + Fields website, and in the Library.

Rodan + Fields may amend these Policies and Procedures and thereby amend the Consultant Agreement at its sole discretion, which shall be exercised reasonably and in good faith. Notice of any substantive changes will be provided to all Consultants by email and in The Insider Scoop weekly newsletter and/or posted in the Library. The amended Policies and Procedures

will become effective thirty (30) days after notice is provided, at which time the final amended policies will be posted on the R+F Website at www.rodanandfields.com and in the Library. Amended provisions shall not apply retroactively to conduct that occurred prior to the effective date of the amendment(s) except where indicated, and only in the event that the Consultant expressly agrees to the amendment. Consultants are responsible for reading their emails, The Insider Scoop and for regularly reviewing Rodan + Fields publications in the Library for notices of substantive changes to the Policies and Procedures.

Consultants' continued participation in the Program following the effective date of the amended Policies and Procedures constitutes acceptance of any changes or additions.

NOTWITHSTANDING ANYTHING TO THE CONTRARY ABOVE, ANY AMENDMENT BY RODAN + FIELDS TO THE DISPUTE RESOLUTION AGREEMENT IN SECTION 18i HEREIN SHALL ONLY TAKE EFFECT UPON A CONSULTANT'S EXPRESS AGREEMENT TO SUCH AMENDMENT. A CONSULTANT MAY INDICATE THEIR AGREEMENT TO SUCH PROPOSED AMENDMENT BY FOLLOWING THE INSTRUCTIONS ACCOMPANYING THE PROPOSED AMENDMENT THAT WILL APPEAR WHEN LOGGING IN TO THE R+F CORPORATE WEBSITE OR THE CONSULTANT'S PERSONAL WEBSITE. RODAN + FIELDS MAY TERMINATE THE CONSULTANT AGREEMENT OF ANY CONSULTANT WHO DOES NOT AGREE TO A PROPOSED AMENDMENT TO THE DISPUTE RESOLUTION AGREEMENT IN SECTION 18i WITHIN THIRTY (30) DAYS AFTER THE EFFECTIVE DATE OF THE AMENDMENT. ANY SUCH AMENDMENT SHALL APPLY TO ALL CLAIMS BROUGHT BY RODAN + FIELDS OR THE CONSULTANT ON OR AFTER THE EFFECTIVE DATE OF THE AMENDMENT, REGARDLESS OF THE DATE OF OCCURRENCE OR ACCRUAL OF ANY FACTS UNDERLYING SUCH CLAIM.

Rodan + Fields is deeply committed to ethical business practices and doing the right thing. It is the Company's expectation that, as the face of Rodan + Fields, Consultants review and uphold the R+F Code of Business Ethics, which is attached to the Policies and Procedures as Appendix C and which is also available on the R+F Website at www.rodanandfields.com.

The mutual success of Rodan + Fields and its Consultants relies on the Consultants' understanding and execution of these Policies and Procedures, as well as all laws and regulations that apply to each Consultant's Rodan + Fields Consultant Agreement. The Code of Business Ethics is designed to protect Consultants and their businesses, the Rodan + Fields brand, and, importantly, all Consumers (namely, any potential and existing Customers or Consultants). Capitalized terms used throughout these Policies and Procedures are defined in the Glossary (Appendix B).

SECTION 3: TO BE A CONSULTANT

3a. To be a U.S. Consultant, one must:

- be 18 years of age or older;
- complete and submit a Consultant Application that is accepted by Rodan + Fields;
- purchase a Business Starter Pack;
- be authorized to run a business, and have an address to which products,

correspondence and other items may be sent, in the United States, the District of Columbia, Puerto Rico, Guam or a U.S. military base as permitted by the base commander;

- provide your valid Social Security Number that is associated with your legal name;
- provide your valid email address not already associated with another Rodan + Fields Consultant or Customer account, and valid credit card;
- not be in jail or prison or otherwise confined to a correctional institution;
- not have ever been convicted or plead no contest to a felony within the past 7 years. Felonies that occurred more than seven (7) years ago will be reviewed at Rodan + Fields discretion and may render an individual ineligible to be a R+F Consultant;
- not be a current employee, officer or director of Rodan + Fields and/or its affiliates, or the spouse or registered domestic partner of any of the foregoing; and
- not be a current employee, officer or director of Guthy-Renker LLC, Nestlé Skin Health S.A. and/or their affiliates, or the spouse or registered domestic partner of any of the foregoing.

Any Business Entity doing business under an assumed name (DBA) must also submit a true and complete copy of its certificate of DBA if requested by Rodan + Fields. A Business Entity (i.e., a corporation, limited liability company, or partnership) applying to be a Consultant must also comply with the requirements of Section 5j.

3b. Independent Contractor Status:

Consultants shall not be treated as employees of Rodan + Fields for any purpose including, without limitation, for federal, state or local tax purposes or for retirement or unemployment benefits. Consultants are not entitled to the benefits that Rodan + Fields may make available to its employees. Consultants are self-employed, non-exclusive independent contractors who are authorized by Rodan + Fields to market and sell the R+F Products and sponsor Consultants in the United States, the District of Columbia, Puerto Rico and Guam, and in any Authorized Country subject to having legal authorization to run a business and work in the applicable jurisdiction. Except to the extent necessary to comply with legal requirements and/or to protect the Company's intellectual property and brand reputation, Rodan + Fields does not exercise control over the manner or means by which Consultants sell R+F Products, sponsor others in the Program or otherwise operate the Consultant Agreement, provided that Consultants comply with the Consultant Agreement. Consultants may engage helpers or assistants without seeking approval from Rodan + Fields, but any Consultant who hires others remains fully responsible for the activities of such helpers or assistants, such that any breaches of the Consultant Agreement by any such person will be deemed to have been committed by the Consultant who hired such person. Consultants are not, and shall not represent themselves to be, employees (which includes not representing that they receive any sort of paycheck or salary from Rodan + Fields), agents or representatives of Rodan + Fields or purchasers of a franchise. Any agreement between Rodan + Fields and a Consultant

does not create an employee/employer relationship, agency, partnership or joint venture between Rodan + Fields and such Consultant.

Consultants have no authority (expressed or implied), and shall not represent that they have any authority, to bind Rodan + Fields to any obligation, contract or agreement or otherwise. Consultants shall establish their own goals, hours, place of business and methods of sale, so long as they comply with the Consultant Agreement. Consultants are solely responsible for all decisions made and all costs incurred with respect to their Consultant Agreements. All Consultants assume all entrepreneurial and business risk in connection with their Consultant Agreements.

Consultants are responsible for obtaining any state or local licenses, permits and other governmental approvals applicable to their business, including qualifications to transact business in states other than their domicile. There is no guarantee that there is or will be a market for the R+F Products or that Consultants will earn or will not lose money.

3c. Getting Activated:

Once an Applicant has submitted a properly completed Consultant Application, purchased a Business Starter Pack, submitted any other documents that Rodan + Fields may require, and Rodan + Fields has accepted and processed the Consultant Application, the Applicant will become a Consultant and will be assigned a unique Identification Number and will be required to select a Password. It is the responsibility of the Consultant to provide the correct Identification Number in all communication, verbal and written, to Rodan + Fields.

Consultant's Identification Number must be used by that Consultant to identify themselves to Rodan + Fields in all correspondence with Rodan + Fields and may also be required for transactions. A Consultant may, but is not required to, provide their Identification Number to Customers and potential Customers to assist Rodan + Fields in identifying and linking the Customer or potential Customer to that Consultant's account for online orders.

A Consultant's Password is considered Confidential Information and should not be shared with anyone. The Password is used by a Consultant to access the R+F Website, their Personal Website (PWS), and PULSE by Penny, through which they can order the R+F Products and/or access the Consultant's performance history records, organizational status and Performance Reports. Consultants are responsible for maintaining the security of their Password and should choose a unique Password that is difficult for others to guess. Consultants should not share their Password with others and should change their Password at a minimum every three (3) months. Should a Consultant suspect their Password has been compromised, they should immediately change the Password. For information regarding the PULSE by Penny Program, see Section 11j.

SECTION 4: CONSULTANT ADVANTAGES

Once an Applicant has become a Consultant as described above, the Consultant is able to participate in, and make good use of, the opportunities and advantages provided by the

Program. These advantages include the ability of the Consultant to:

- purchase the R+F Products at Consultant Prices;
- sell the R+F Products as described herein;
- qualify and participate in the Compensation Plan (receiving Commissions and Achievement Rewards, if eligible);
- sponsor Preferred Customers and other potential Consultants into the Program, advance through the various levels under the Compensation Plan and grow sales;
- receive periodic Rodan + Fields communications; and
- voluntarily participate in Rodan + Fields sponsored support, service and training, and in motivational, promotional, incentive and recognition programs for Consultants, upon payment of appropriate charges, if applicable.

SECTION 5: CONSULTANT REQUIREMENTS AND RESTRICTIONS

5a. Business Starter Pack:

In order to become a Consultant, an Applicant must purchase a Business Starter Pack at the time they submit a Consultant Application to Rodan + Fields. Provided all the requirements set forth in Sections 10c(iii), 10d and 10e are met, a Consultant may return the Business Starter Pack at any time within one (1) year after activation and receive a complete refund of the purchase price (not including any shipping costs).* The return of a Business Starter Pack will be considered a voluntary Termination by the Consultant. Obtaining a refund when returning the Business Starter Pack is conditioned upon the Business Starter Pack meeting the requirements contained in sections 10(c)(iii), 10(d) and 10(e).

*Consultants residing in Maryland, Wyoming, Massachusetts and Puerto Rico may exceed the one-year Business Starter Pack return period for a refund (one-year limitation does not apply).

5b. No Inventory Requirements / 70% Rule:

Inventory and purchase controls are designed to ensure compliance with legal prohibitions on inventory loading, i.e., purchasing of inventory in large quantities for the purpose of achievement of title recognition, rewards or payments under the Compensation Plan. Consultants are not required or encouraged to purchase or carry any amount of inventory of the R+F Products. Indeed, Consultants have active accounts and earn Commissions and Achievement Rewards without carrying any inventory. Orders may be transacted directly with the Company on behalf of the Consultant through the R+F Website and/or a Consultant's Personal Website (PWS). Consultants receive full credit for all such sales without the need to carry any inventory. Consultants may, at their option, purchase the R+F Products in bulk for resale to Customers, provided that the Consultant retains receipts showing that at least 70% of those R+F Products were resold to one or more different Retail Customers or were otherwise used in support of business activities (e.g., incentives or demonstrations) within

thirty (30) days of the last applicable order delivery date. Products not sold to Retail Customers or used for business activities should be for personal use within thirty (30) days of the order delivery date. Any such purchases by a Consultant may not be for the purpose of qualification for Recognition Titles or Achievement Rewards and must not be excessive in relation to the earnings of any Consultant who makes such purchases. Furthermore, falsely representing the sale or use of R+F Products is grounds for termination of the applicable Consultant Agreement. Rodan + Fields reserves the right to require further documentation concerning any bulk or large orders to ensure compliance with this Section. Moreover, any Consultant purchasing R+F Products in excess of \$1000 in any calendar month will be subject to the requirements set forth in Section 5c, below.

5c. Purchase Limitations and Advancement Buying:

5c (i): Purchase Limitations

As stated in Section 5b, above, Rodan + Fields takes measures to prevent illegal inventory loading. All Consultant purchases of R+F Products in excess of \$1000 during any calendar month are subject to review by Rodan + Fields. In addition to the 70% sale requirement stated in Section 5b above, such orders must be supported by receipts retained by a Consultant demonstrating they were sold to at least three (3) different Retail Customers and/or provided as incentives to at least three (3) individuals. Also, as part of this review, and in addition to the sales receipts, Consultants may be required to complete a Monthly Retail Sales Record Form available in the Library, detailing the date of the sale to the Retail Customer, the Retail Customer name, the products sold, the method of payment and the total sale amount. Rodan + Fields' obligation to repurchase the R+F Products as set forth in Section 10 will not apply with respect to Consultant purchases that fail to comply with Sections 5b and 5c. Rodan + Fields reserves the right to rescind qualification for Recognition Titles or Achievement Rewards, including incentive trips and car allowances, or to claw back Commissions, in instances in which a Consultant is found to have placed excessive orders, whether those orders are placed in their own Consultant account or in a Customer account.

5c (ii): Advancement Buying

Advancement Buying is prohibited in all circumstances. "Advancement Buying" is the purchase of product for a reason that is unrelated to bona fide resale or use, or any mechanism used to qualify for: (i) rank advancement, (ii) maintenance, (iii) achievement of incentives, (iv) prizes, (v) commissions or (vi) advancement rewards that are not driven by bona fide product purchases by end users for actual use, or for use in a Consultant's business in a reasonable manner.

5d. Consultant Status:

An Applicant becomes a Consultant when their Consultant Application or, in the case of a Business Entity, a Business Entity Registration Form, is accepted by Rodan + Fields. A Consultant remains a Consultant in the Program by: (i) renewing their Consultant Agreement in accordance with Section 5l below on each anniversary and acceptance of such renewal by Rodan + Fields; (ii) complying with the requirements of the Consultant Agreement; and (iii) not having a terminated account status.

5e. Eligibility:

Rodan + Fields reserves the right to accept or reject any Consultant Application or Business Entity Registration Form for any reason at its sole discretion, to the extent permitted by law. Without limiting the generality of the foregoing, Rodan + Fields reserves the right to reject any Consultant Application or Business Entity Registration Form if Rodan + Fields determines in its sole discretion that its acceptance of a Consultant Application would result in any actual or potential conflict of interest or would call into question the independence of a Consultant.

5f. Single Consultant Account:

A Consultant may hold only one account under a single Sponsor. A person or entity may not be a party to more than one Consultant Agreement or hold, directly or indirectly, any interest in additional Consultantships*, including any Consultant Agreements operated by a Business Entity. **Consultants whose credit card information appears on Consultant accounts other than their own will be in violation of this policy and subject to termination.**

* Consultantship, as used in these Policies and Procedures, refers to the activities of a Consultant pursuant to their Consultant Agreement.

5g. Spouses and Common Law Married Couples Operate Under a Single Consultant Agreement:

To prevent household buying of R+F Products that constitutes illegal inventory loading, if spouses or common law married couples both wish to be Consultants, they must be registered together under a single Consultant Agreement under a single Sponsor using a single Social Security Number. To be compliant, spouses or common law married couples must first enroll under one single account with a single Social Security Number, and then submit a completed Spouse or Partner Add Form that must be received and accepted by Rodan + fields. Copies of the Spouse or Partner Add Form may be found on the Rodan + Fields website and in the Library.

Spouses and common law married couples may neither sponsor each other directly or indirectly, nor have different Sponsors. Children over the age of eighteen (18) residing with their parents who meet all of the eligibility requirements may have their own Consultant Agreements. For information regarding the disposition of a Consultant Agreement shared by persons in a spousal or common law marital relationship upon divorce or separation, see Section 14b. For information on Sale and Transfer requirements, see Section 14a.

5h. Territory:

No Consultant shall assert or imply that they have ownership of, or exclusivity in, any particular geographic area, territory, market or region. All Consultant Agreements are nonexclusive, and all Participating Consultants have the right to market and sell the R+F Products and otherwise conduct their Consultant Agreement in their Home Country and in any Authorized Country, in accordance with the terms of the Consultant Agreement. Consultants may not market or sell the R+F Products or otherwise conduct their Consultant Agreement in

any geographic area or territory outside of their Home Country or any Authorized Country. Consultants may only market or sell the R+F Products or otherwise conduct their independent businesses in jurisdictions outside of any Authorized Country in the event Rodan + Fields advises its Consultants that they may do business in that country, subject to any conditions and limitations of such advisory. Notwithstanding the foregoing, Consultants doing business in jurisdictions outside of the United States, the District of Columbia, Puerto Rico or Guam shall do so pursuant to that jurisdiction's Policies and Procedures and the Consultant shall be responsible for complying with the laws of such jurisdiction, including tax and immigration laws. See Section 5n below for rules relating to cross-border activities.

5i. Consultant Information:

Each Consultant is responsible for keeping their Consultant Information up to date and accurate and must immediately update any changes in their PULSE by Penny account. It is particularly important that a Consultant provides Rodan + Fields with their current email address, since email is one of the primary ways that Rodan + Fields and a Consultant's Upline will communicate with the Consultant. Information about R+F's privacy practices and procedures is contained in its Privacy Policy available at www.rodanandfields.com/privacy-policy. By agreeing to these Policies and Procedures, the Consultant consents to Rodan + Fields' Privacy Policy and to receiving emails from Rodan + Fields as well as from their Upline. Each Consultant may modify their Consultant Information (e.g., update an address, phone number or email address). Consultant agrees that Rodan + Fields may share with Consultant's Upline their name, telephone number, address, email address and select sales performance data for all Consultants in their Downline. No Social Security Number nor credit card number shall be shared with a Consultant's Upline without separate express permission by Consultant to allow such personal information sharing. By providing their email address and telephone number, Consultant agrees to disclose their email address and telephone number to Rodan + Fields as well as to their Upline. Consultant further acknowledges that information provided to Rodan + Fields by Consultant will be shared with and processed by Rodan + Fields' corporate offices located in other jurisdictions, including but not limited to the United States, Canada, and Australia.

5j. Business Entities/Change in Consultant Agreements:

A Consultant enrolled as an individual may apply to convert their Consultantship to a corporation, limited liability company, partnership or similar business entity ("Business Entity"). To effect such, the Business Entity must:

- be beneficially owned by the converting Consultant immediately following conversion, and thereafter;
- be incorporated or organized in the United States, the District of Columbia, Puerto Rico or Guam;
- have its principal place of business in the United States, the District of Columbia, Puerto Rico or Guam;
- have a valid Federal Tax Identification Number;

- complete, sign and submit a Business Entity Registration Form that is accepted by Rodan + Fields (see Business Entity Registration Form in the Library for more details);
- list all members, partners, beneficial owners, etc. that are part of the Business Entity;
- each proposed member of the Business Entity must fill out a Consultant Application and meet the eligibility requirements of Section 3a prior to taking Beneficial Ownership of the Business Entity;
- if requested by Rodan + Fields, submit a true and complete copy of the organizational and charter documentation (e.g., certificate of incorporation, articles of organization, certificate of formation, operating agreement, etc.) of such Business Entity; and
- have a valid email address and a valid credit card.

In addition, the Beneficial Owner of the Business Entity must assign their Consultant Agreement to the Business Entity Applicant pursuant to the Business Entity Registration Form. All other Beneficial Owners of the Business Entity must be identified in the Business Entity Registration Form.

All Beneficial Owners of a Consultantship that is a Business Entity shall be jointly and severally liable for, and shall indemnify and hold harmless Rodan + Fields from and against, any breach of the Consultant Agreement by such Business Entity or any indebtedness or other obligation to Rodan + Fields of such Business Entity.

The Beneficial Owners of the Business Entity are responsible for the conduct of their employees, contractors or agents and will be held accountable for any violation of the Consultant Agreement, including without limitation the failure of their employees, contractors or agents to adhere to these Policies and Procedures. See Section 5k for further information.

A Consultantship that is a Business Entity and undergoes a change of Beneficial Ownership must comply with Section 14d or it may have its Consultant Agreement and Consultantship terminated.

A Consultantship that is a Business Entity may not use any trade name, business name or DBA that includes any R+F Trademark.

Subject to the above requirements and restrictions, a Consultant may change a Consultantship's status from a sole proprietorship to a corporation, limited liability company, partnership or other form of approved Business Entity, or from one type of Business Entity to another, by submitting a new Business Entity Registration Form. In addition, a Consultant may add their spouse to a sole proprietorship as a co-applicant to the Consultant's existing Consultantship by submitting a new Consultant Application in the form of a partnership. In each such case, upon Rodan + Fields' acceptance of the new Consultant Application and, if applicable, the Business Entity Registration Form, the Consultant's original Consultant Agreement will cease to be in effect and will be replaced and superseded by the newly

formed Consultant Agreement. Note that none of the changes described above will permit a Consultant to change Sponsors, except as specified in Section 7d, or to assign or transfer a Consultantship except as specified in Section 14a. Additionally, converting a Consultantship from an individual consultantship to a Business Entity or from one type of Business Entity to another shall not be used as a means to transfer the Consultant account from one party to another. Please note that Rodan + Fields will not approve a request to convert a Consultantship to a Business Entity if the intention, whether express or implied, is to achieve an improper sale/transfer or to Line Switch. See Section 14a and 7d for more information.

5k. Actions of Household Members, Employees, Agents, etc.:

Each Consultant is responsible for the actions of their immediate household members, except for children over the age of eighteen (18) who have their own Consultant Agreement pursuant to Section 5g. Each Consultant is also responsible for the actions of the Consultant's employees, contractors and agents, and each Consultantship that is a Business Entity is responsible for the actions of its owners, officers, directors, employees, contractors and agents. If any such household member or such owner, officer, director, employee, contractor or agent engages in any activity which, if performed by the Consultant, would violate the Consultant Agreement, including without limitation a failure to adhere to these Policies and Procedures, such activity will be deemed a breach by the Consultant and Rodan + Fields may terminate the Consultant Agreement and/or seek other appropriate remedies against such Consultant as detailed in therein. In appropriate circumstances, Rodan + Fields may elect to first provide notice to the Consultant allowing them time to cure the breach prior to taking further action.

5l. Consultant Agreement Renewal:

A Consultant Agreement commences on the date of activation and must be renewed on an annual basis. A Consultant's failure to renew their Consultant Agreement upon the one (1) year anniversary of the activation date may result in the termination of their Consultant Agreement.

Rodan + Fields will send the Consultant a renewal notice no later than thirty (30) days prior to the anniversary date of acceptance by Rodan + Fields of the original Application. If a Consultant wishes to apply to renew their Consultant Agreement, the Consultant must complete the renewal process and pay a \$25.00 fee. Failure to do so may result in termination of the Consultant Agreement within thirty (30) days. The \$25.00 fee is waived, and the account is automatically renewed for a year for any Consultant who: (i) carries the Recognition Title of Executive Consultant or higher as of the Commission Period immediately prior to their anniversary month; or (ii) has achieved a minimum of 50 Personal Volume (PV) in any of the three (3) Commission Periods immediately prior to their anniversary month. If a Consultant Agreement is terminated for non-renewal, the affected Consultant may re-enroll in accordance with Section 15d of the Policies and Procedures.

5m. Income Taxes:

Each Consultant is responsible for paying (and will indemnify and hold Rodan + Fields

harmless from) all local, state, federal and other taxes on any income derived from the sale of the R+F Products and any payments or other monetary or non-monetary compensation under this Agreement. Rodan + Fields will provide the Internal Revenue Service's Form 1099 NEC (non-employee compensation) earning statement for each U.S. resident Consultant who had global compensation of \$600 or more in the previous calendar year paid to them in the U.S. or made purchases from Rodan + Fields during the previous calendar year of \$5,000 or more. Rodan + Fields will not withhold or make payments for social security, make unemployment insurance or disability insurance contributions, or obtain worker's compensation insurance on a Consultant's behalf. If for any reason a Consultant provides an invalid Social Security Number or Tax ID and does not provide a valid Social Security Number or Business Tax Identification Number, once requested, within thirty (30) days, Rodan + Fields reserves the right to terminate their Consultant Agreement.

5n. Cross-Border Activity - Conducting Business in a Home Country:

A Consultant Agreement is specific to the country in which a Consultant enrolls ("Home Country"). A Consultant must have legal authorization to run a business in their Home Country and must provide to Rodan + Fields upon enrollment a valid address in such Home Country to which R+F Products, correspondence or other items may be shipped. A Consultant may make purchases, sell the R+F Products and sponsor other Consultants within their Home Country. Additionally, a Consultant may sponsor Consultants and Preferred Customers and sell to Retail Customers in countries outside their Home Country and make sales to them via the R+F Website or the Consultant's PWS, so long as Rodan + Fields has direct selling operations in such other country. Consultants may not purchase R+F Products in their Home Country and physically transport them across a country border to sell the R+F Products in another country. See below for further details regarding conducting business outside a Home Country. Rodan + Fields currently has direct selling operations in the United States (including the District of Columbia, Puerto Rico and Guam), Canada (except Quebec¹¹) and Australia.

5n (i): Doing Business on U.S. Military Bases

In the case of Consultants living on U.S. military bases within or outside of the United States (including the District of Columbia, Puerto Rico and Guam), the sale and marketing of the R+F Products and the presentation of the Program to potential Customers and Consultants also living on said military bases may be conducted as permitted by the base commander in charge or as permitted in accordance with local laws. It is the Consultant's responsibility to ensure that they have all of the necessary authorizations. In accordance with this Section, Consultants may not engage in the activities prohibited by subsection 5o off-site of military bases in locations that would otherwise not be an Authorized Country. Please refer to Section 9c regarding shipments to Military APO/FPO/DPO or Military P.O. Box addresses.

¹ CONSULTANTS MAY NOT MARKET OR SELL PRODUCTS WITHIN THE PROVINCE OF QUEBEC. CONSULTANTS LOCATED OUTSIDE THE PROVINCE OF QUEBEC MAY ACCEPT UNSOLICITED INCOMING ORDERS FROM RETAIL CUSTOMERS OR PREFERRED CUSTOMERS PHYSICALLY LOCATED IN THE PROVINCE OF QUEBEC, PROVIDED SUCH INCOMING ORDERS ARE NOT THE RESULT OF THE CONSULTANT'S MARKETING OF SUCH PRODUCTS WITHIN THE PROVINCE OF QUEBEC.

5o. Cross-Border Activity - Conducting Business Outside a Home Country:

5o (i): Conducting Business in a Location where Rodan + Fields Currently does Business, an "Authorized Country"

If a Consultant wishes to cross a border to do business on the ground in a country where Rodan + Fields has direct selling operations that is outside their Home Country (an "Authorized Country"), the Consultant must ensure that they have the proper authorization to work or run a business in such Authorized Country. Consultant must make sure to comply with all applicable laws of the Authorized Country, including but not limited to, all immigration, visa and registration requirements. Short term trips and visits for the purpose of meetings, negotiations and training may require business visitor status in such Authorized Country or even a visa in some cases, depending on the country the Consultant is visiting. For further details and information, Consultant should consult their own immigration attorney.

5o (ii): Tax Consequences Relating to U.S. Consultant Business Activities Physically Performed in Other Authorized Countries

In some circumstances, U.S. Consultants who conduct business activities in other Authorized Countries may be subject to certain tax consequences. Consultants should seek advice from their own tax advisors with respect to the tax implications of working in other Authorized Countries.

5o (iii): Conducting Business in a Location where Rodan + Fields does not do Business, an "Unauthorized Country"

If a Consultant wishes to cross a border to do business on the ground in a country where Rodan + Fields does not yet have a direct selling business (an "Unauthorized Country"), the Consultant is limited to providing business cards and attending small (less than five (5) person) meetings where Consultant may discuss their current business and general aspects of the Rodan + Fields business as they apply in Authorized Countries, but may not otherwise make attempts to establish a Downline or promote the Program. Consultant may not use flyers, cold calling, mass emailing or mass soliciting of any kind to promote their business in an Unauthorized Country.

In addition, Consultant may not do any of the following in an Unauthorized Country:

- import or facilitate the importation of, sell or distribute in any manner, the R+F Products;
- place any type of advertisement or distribute any promotional material regarding Rodan + Fields (unless previously approved by Rodan + Fields);
- conduct training meetings;
- solicit or negotiate any agreement for the purpose of committing a citizen or resident of an Unauthorized Country to the opportunity or a specific Sponsor. Furthermore, Consultants may not sign up citizens or residents of an Unauthorized Country by using forms from an Authorized Country, unless the citizen or resident of the Unauthorized Country has at the time of enrollment, an address to which products, correspondence and other items can be sent, as well as legal authorization

to work, in the Authorized Country. It is the Consultant's responsibility to ensure compliance with any residency and work authorization requirements;

- accept money or other consideration, or be involved in any financial transaction with any prospective Consultant, either personally or through an agent, for purposes relating to the R+F Products or the opportunity, including renting, leasing or purchasing facilities for the purpose of promoting or conducting Rodan + Fields related business; or promote, facilitate or conduct any type of activity which exceeds the limitations set forth in these Policies and Procedures or which Rodan + Fields, in its sole discretion, deems to be contradictory to its business or interest in international expansion.

5p. International Sponsorship:

If you wish to sponsor Consultants in an Authorized Country that is not your Home Country, you must comply with all applicable laws of that specific Authorized Country, including but not limited to, all immigration, visa and registration requirements, and comply with Policies and Procedures, and any applicable company certification or requirements of that Authorized Country. Provided you are compliant with such laws and applicable Policies and Procedures, you may sponsor new Consultants in an Authorized Country other than your Home Country.

Notwithstanding the above provisions, you may not import, sell or distribute R+F Products from one Authorized Country to another Authorized Country.

Rodan + Fields reserves the right to designate certain countries wherein all pre-marketing conduct is expressly prohibited. It is a Consultant's responsibility, prior to each instance of conducting pre-market opening activities in any Unauthorized Country, to verify with Rodan + Fields any allowable activity unless previously approved by Rodan + Fields.

SECTION 6: CONSULTANT BUSINESS PRACTICES

6a. Media Inquiries:

Consultants may not respond to media inquiries regarding Rodan + Fields, the R+F Products, the Program or any other aspect of Rodan + Fields's businesses. All such media inquiries should be immediately referred to the Rodan + Fields Corporate Communications Team at CorporatePR@rodanandfields.com.

Additionally, Consultants may not seek out their own media opportunities that relate to Rodan + Fields without first gaining permission from the Corporate Communications Team. If you have a media opportunity that you feel falls within the Policies and Procedures that you would like to pursue, you must first contact CorporatePR@rodanandfields.com. This policy is designed to ensure that accurate, compliant, and consistent information is provided to the public.

If Consultants are approved to communicate with media regarding Rodan + Fields, they are not to provide direct referrals to their website or PWS, phone number or other personal

contact information. The only reference that should be provided is the R+F Website or to contact CorporatePR@rodanandfields.com. For additional advertising and media guidelines, refer to Section 11, including sub-section 11k Influencers.

6b. Adherence to the Program:

Consultants shall present the Program in a truthful and accurate manner consistent with the Consultant Agreement and the R+F Marketing Materials. Consultants shall not offer the Program through or in combination with any other system, program or method of marketing. Consultants shall not promote, require or encourage any current or potential Customers or Consultants to: (i) participate in the Program in any manner that varies from the Program as set forth in the Consultant Agreement and the R+F Marketing Materials; or (ii) execute or adhere to any agreement or contract other than the Consultant Application and these Policies and Procedures in order to become Consultants and participate in the Program.

6c. Product Claims:

6c (i): Product Claims in General

Consultants shall not make any claims or representations regarding the R+F Products other than those claims and representations found in the R+F Marketing Materials located in the Library. Rodan + Fields sells two categories of products: Cosmetic and those that contain OTCs (Over-The-Counter drugs). All claims regarding Cosmetic Products must focus exclusively on appearance changes. If "active ingredients" are included in the Drug Facts Box on the product label, then it contains OTCs and any claims regarding changes to the structure or function of the body must be strictly limited to the claims found in R+F Marketing Materials and product labeling. For additional information on Product Claims for use on social media or in newsletters, refer to Sections 11k and 11o.

6c (ii): "Before and After" Photos

"Before and after" photos claiming results for conditions other than those indicated on the product labeling may not be used for any purpose. Consultants may use the "before and after" photos and product stories that Rodan + Fields publishes in support of the R+F Products.

If a Consultant wishes to use their own personal "before and after" photos, the subsequent guidelines must be followed:

- the Consultant must identify themselves as an Independent Consultant for Rodan + Fields and the subject of the photo;
- the information shared must represent the Consultant's honest opinions, findings, beliefs and experiences from using R+F Products;
- the information shared must clearly and conspicuously disclose the substantiation of representations conveyed, which includes:
 - o how often and how long the R+F Products were used, unless otherwise directed by Corporate's advertising standards (i.e. Lash Boost); or

- whether any other products or treatments contributed to the results;
- for skincare, hair should be pulled back from the face (does not apply to haircare);
- photos must be in focus, in a portrait landscape and with a well-lit, plain background;
- photos must be supported by and consistent with Rodan + Fields' label claims;
- the "before and after" photos must be taken under the same conditions;
- touch-ups and photo editing are not permitted.
- if showcasing results on the body such as the arms, chest, or legs, before and after photos must be realistic, consistent with claims, and no manipulation of the skin (such as stretching or pulling it), or hair (such as using additional products) is permitted and
- makeup may be worn in "before and after" photos (with proper disclosure) however, the makeup may not impact the results or, be applied in areas where the featured products was used (i.e. mascara is not permitted in Lash Boost "before and after" images, foundation would not be permitted for skincare products such as Reverse, Redefine, etc.) However, it would be permitted to use a subtle, natural lip gloss or eyeshadow in a before and after image featuring your visible skincare and haircare results from one of the R+F Products.

If a Consultant wishes to use "before and after" photos or product testimonials of a Customer, friend or family member, in addition to the foregoing requirements, the Consultant is responsible for obtaining and maintaining permission from the person who is the subject of the photos or testimonial. Do not use "before and after" photos of anyone under the age of 13. If the Customer, friend or family member is between the ages of 13 and 18, it is highly recommended that you obtain the permission of a parent or guardian. A Consultant who posts a "before and after" photo or product testimonial on social media sites must identify the subject if the subject is a relative (e.g., "daughter of R+F Independent Consultant") and is responsible for ensuring that all requirements of this Section are met. Such photos and testimonials may be shared on social media sites, unless the Consultant who shares it has any reason to believe that the foregoing requirements have not been met.

6d. Income Claims Prohibited:

Consultants shall not make claims or representations of potential or guaranteed income or profits in connection with the Program. Any amounts that Consultants earn through the Program are based only on the sale of R+F Products and not on the mere act of sponsoring other Consultants. The Federal Trade Commission and several states have laws and/or regulations that prohibit certain types of income claims and testimonials by persons engaged in direct selling/network marketing. When discussing the Program with other Consultants or potential Consultants, Consultants may not make any projections, claims or estimates regarding such other Consultants' potential or guaranteed income from the Program, or disclose their own income from the Program (including by showing RF Payday Account statements, checks, copies of checks, bank statements, tax records or other such documents). Additionally, Consultants may not make income claims that represent the non-

typical earner. All claims of income must be consistent with the publicly available Rodan + Fields Income Disclosure Statement and must represent what the average or typical participant is likely to earn and prospective Consultants must be referred to such statement.

Lifestyle claims (e.g., my Rodan + Fields business allowed me to buy a house, retire from my other job, allow my spouse to quit their job, or take a luxury vacation) are considered to be equivalent to income claims.

Similarly, hypothetical income examples that are used to explain the operation of the Compensation Plan are also considered to be analogous to income claims. Such claims and lifestyle claims must also represent what the typical Rodan + Fields Consultant is likely to achieve based on the most current Rodan + Fields Income Disclosure Statement.

If a Consultant does make a statement of what Rodan + Fields has afforded them or provides hypothetical examples, the following conditions must be met:

- the information must be accurate and not misleading, where misleading can be considered anything not typical;
- the level of effort required to achieve the results described must be fully detailed;
- claims of potential or guaranteed income may not be made;
- actual earnings may not be disclosed;
- hypothetical income examples must be typical and clearly indicated as such; and
- the Income Disclosure Statement must be provided in all instances. This must be provided as the actual document or a link to the actual document. Any writings, including social media personal posts and profiles, email signature blocks, or written personal stories that include any lifestyle claim must include the following statement which must include a direct link to the IDS:

"This is my unique story; for info re: typical earnings [click here.](#)"

Or, alternatively, for platforms that do not allow documents to be linked directly, please use this disclaimer:

"This is my unique story, for info re: typical earnings, search 'Rodan + Fields IDS.'"

A copy of the Income Disclosure Statement should be handed out if speaking about lifestyle claims during in-person meetings. Further, posting a picture or message proclaiming your lifestyle success and tying it to Rodan + Fields, either by explicitly referring to Rodan + Fields, or by saying "my company," "the company," or when using any implicating hashtags, you must include the above disclaimer.

In addition, if the income and/or lifestyle claim is geared toward recruiting, the following, more robust disclaimer, must be included, and must include a link to the IDS:

"This is my unique story. Actual earnings vary significantly; no income is

guaranteed. For info re: typical earnings, search Rodan + Fields IDS.” [or: click here.]

The Income Disclosure Statement is available in the Library and on the R+F Website.

For additional information on use of the Income Disclosure Statement in social media posts and elsewhere, and on Income Claims generally, refer to Sections 11k and 11o. For guidelines on proper use of the disclaimer please see the Income and Lifestyle Disclaimer Guidelines available in the Library on PULSE.

6e. No Representations Regarding Governmental Approval:

Consultants may not represent that the R+F Products or the Program have been approved or endorsed by any governmental or regulatory agency. In addition, Consultants may not make any claims or representations regarding the R+F Products that constitute off-label drug claims. Notwithstanding the foregoing, Consultants may represent that R+F Products meet all FDA and other safety guidelines and regulations.

6f. No Repackaging or Re-labeling:

Consultants may not re-label or alter the labels or other content on any R+F Products, R+F Marketing Materials or other information or materials related to the Program in any way, other than as authorized or directed by Rodan + Fields. Consultants may, however, affix their address labels to the Product packaging, but must affix the labels in a way that does not impair the ability to return such Products and may not cover any other text on the label.

Please refer to Section 10e. Consultants may not repackage or refill any R+F Products. The R+F Products must be sold in original Company containers only.

Repackaging or re-labeling may violate applicable laws, which could result in civil damages or criminal penalties. Civil liability may also result if a person using the R+F Products suffers any type of injury or property damage due to the repackaging or re-labeling of the R+F Products.

6g. Performance Reports (Downline Activity):

Rodan + Fields will make online Performance Reports available to Consultants for the sole purpose of supporting communication and leadership with their own respective Downlines and the development of their own respective Consultantships. The Performance Reports will contain names, telephone numbers, addresses, email addresses and select sales performance data for all Consultants in their Downline. Consultants agree to allow their performance information to be included in the Performance Reports provided to their Upline. All Performance Reports and the information contained therein are the Confidential Information of Rodan + Fields and must be treated as such pursuant to Section 6r. In particular, except as expressly permitted by Section 6r, Consultants must not:

- directly or indirectly disclose any information contained in any Performance Reports to any third party;

- use such information to compete with Rodan + Fields or for any purpose other than supporting communication and leadership with their own respective Downlines and the development of their own respective Consultantships;
- encourage or solicit any Customers or Consultants listed in a Performance Report to alter their business relationship with Rodan + Fields; and
- except as specifically authorized by Rodan + Fields, directly or indirectly disclose their Rodan + Fields Login and/or Password to anyone, including third party entities or companies that may provide services to Consultants.

6h. Ethical Marketing:

Consultants shall safeguard and promote the good reputation of Rodan + Fields. Consultants shall at all times conduct their Consultantships in a manner that reflects favorably on the R+F Products and the good name, goodwill and reputation of Rodan + Fields. Consultants shall not engage in deceptive, misleading or unethical conduct or practices that are or might be detrimental to Rodan + Fields, the R+F Products, or the public, including, without limitation, disparagement of Rodan + Fields or the R+F Products (as discussed in more detail below). Consultants shall comply with all laws, rules, regulations and governmental requirements applicable to the operation of their Consultantships and performance under this Agreement, including the marketing, promotion and sale of the R+F Products.

In addition, Consultants shall:

- not publish or use any misleading or deceptive advertising material regarding the R+F Products or the Program;
- honor the Customer Satisfaction Guarantee with respect to all R+F Products;
- not make any statements, representations, guarantees or warranties regarding the R+F Products or the Program that are inconsistent with those set forth in the Consultant Agreement and R+F Marketing Materials (whether with regard to prices, quality, performance, standards, grades, contents, style or model, place of origin, availability or otherwise);
- distribute the R+F Products only as shipped by Rodan + Fields, unopened, and with all documentation, packaging and other supplemental materials intact; and
- not alter or modify any R+F Product or packaging or take any action that affects or could affect the appearance, quality, content or performance of any R+F Product, other than as authorized or directed by Rodan + Fields.

6i. Retail Sales Receipts:

In the event of a Product resale conducted directly between a Consultant and a Customer, a Consultant must provide their Customer with two copies of a signed retail sales receipt at the time of the sale. The retail sales receipt sets forth certain Customer protection rights afforded by federal law. A Consultant is required to inform their Customer that they are entitled to cancel any purchase of \$25 or more within three (3) Business Days from the date of the sale

five (5) Business Days for Alaska residents who purchase \$10 or more, fifteen (15) Business Days for North Dakota residents aged 65 or older who purchase \$50 or more and fifteen (15) days after enrollment for Montana Consultants. Consultants must retain copies of their retail sales receipts for a period of two (2) years and furnish them to Rodan + Fields at the Company's request. Rodan + Fields will maintain records documenting the purchases made by Customers through a Consultant's PWS or the R+F Website. Please refer to the Rodan + Fields Order Form located in the Library.

6j. Disparaging Remarks:

Rodan + Fields strives to provide the best products, compensation plan and service in the industry in support of the business for each and every Consultant. Accordingly, Rodan + Fields values constructive comments and input from Consultants. However, by becoming a Consultant for Rodan + Fields, and in exchange for the opportunity to sell R+F Products and sponsor other Consultants for Rodan + Fields, Consultant agrees not to disparage Rodan + Fields in any regard.

Complaints or concerns regarding Rodan + Fields or the R+F Products should be directed to the Sales Support Department at SalesSupport@rodanandfields.com. Complaints or concerns regarding other Consultants should be directed to the Compliance Department at Compliance@rodanandfields.com. Disputes or disagreements between any Consultant and Rodan + Fields shall be resolved through the dispute resolution process set forth in Section 18i.

6k. Professional, Lawful and Ethical Conduct:

Consultants are expected to conduct themselves in a professional, lawful and ethical manner at all times and not to engage in any activity that could damage the Company's good reputation, unlawfully interfere with any other Consultant's Consultantship or otherwise create legal liability for Rodan + Fields or for others who participate in the Program. While it is not possible to provide a comprehensive list of behaviors that fall outside the level of professional, lawful and ethical conduct expected of Consultants, Consultants should recognize that the following forms of misconduct may, without limitation, result in a notice of non-compliance and/or, where appropriate, termination of the Consultant Agreement:

- sexual harassment;
- any activity that advocates, promotes or incites hatred, violence or discrimination in any form;
- fraudulent, misleading or deceptive conduct;
- verbal abuse;
- racial, religious, gender or sexual orientation discrimination, intolerance or abuse;
- unfair criticisms of, or accusations regarding, fellow Consultants or Rodan + Fields, made without a good faith belief in the truth of the matter stated; and failure to cooperate with an investigation conducted by Rodan + Fields, including not responding to emails or phone calls from the Compliance Department, and/or failure

to provide information requested by Rodan + Fields, including but not limited to a valid Social Security Number or Tax ID number.

6l. Reporting Policy Violations:

Consultants who become aware that another Consultant has violated the Consultant Agreement or believe that an employee or representative of Rodan + Fields has engaged in conduct that violates the professional standards of Section 6k above may promptly notify the Rodan + Fields Compliance Department. Details of the incident (such as dates, number of occurrences and persons involved) and any supporting documentation should be included in the report to the extent available. Please use the Consultant Policy Violation or Grievance Report Form available in the Library to report violations and submit the form to Compliance@rodanandfields.com.

6m. Security:

All Consultants must adopt, implement and maintain appropriate administrative, technical and physical safeguards to protect against anticipated threats or hazards to the security of Confidential Information and Customer Data.

These safeguards must be appropriate to the sensitivity of the information. Appropriate safeguards for electronic and paper records may include, but are not limited to: (i) encrypting data before electronically transmitting it; (ii) storing records in a secure location; and (iii) password-protecting computer files and securely shredding paper files containing Confidential Information or Customer Data after transferring information into the Rodan + Fields data systems. Consultants are responsible for maintaining the security of their Password and should choose a unique Password that are difficult for others to guess. Consultants should not share their Password with others and should change their Password, at a minimum, every three (3) months. Should a Consultant suspect their Password has been compromised, they should immediately change the Password. Without limitation of the preceding sentence or the provisions of Section 6r regarding Confidential Information, Consultants must keep Customer Data and other Confidential Information secure from all persons who do not have legitimate business needs to see or use such information. Consultant must ensure they obtain and maintain consent from prospective customers and existing customers before sharing such prospective customers' and existing customers' data with Rodan + Fields. In the case of Customer Data, such business needs must have been disclosed to the Customer and the Customer must have provided their informed consent to them. If Consultants dispose of any paper or electronic record containing Customer Data and other Confidential Information, Consultants shall do so by taking all reasonable steps to destroy the information in a manner that preserves its security, such as by: (i) shredding; (ii) permanently erasing and deleting; or (iii) otherwise modifying the Customer Data and other Confidential Information in those records to make it unreadable, non-reconstructible and indecipherable through any means. Upon request, Consultant will certify to Rodan + Fields that all forms of the requested Confidential Information and Customer Data have been destroyed and will describe any exceptions.

6n. Reporting Security Breaches:

Consultants must comply with all applicable privacy and data security laws, including any security breach notification laws. Without limitation of the preceding sentence, in the event of an actual or suspected Security Breach affecting Rodan + Fields' data, Customer Data, the applicable Consultants shall first promptly notify the Rodan + Fields Compliance Department in writing after becoming aware of such Security Breach, and if instructed by the R+F Legal or Compliance Department, notify the applicable Customers. Any such notification to Customers shall be made in compliance with the applicable law and shall specify the following: (i) the extent to which Customer Data was or was suspected to be disclosed or compromised; (ii) the circumstances of the Security Breach; (iii) the date or period of time on which it occurred; (iv) a description of the information affected; (v) a description of the steps taken to reduce the risk of harm from the Security Breach; (vi) contact information for a person able to answer questions regarding the Security Breach; (vii) any other information required by the applicable law; and (viii) in the case of a notice to a privacy commissioner or other regulatory body, an assessment of the risk of harm to any affected persons and an estimate of the number of persons affected. Consultants shall promptly comply with all applicable information Security Breach disclosure laws. Consultants, at their expense, shall cooperate with Rodan + Fields, any applicable privacy commissioner or other regulatory body and the applicable Customers and use their best efforts to mitigate any potential damage caused by a breach of their obligations under the Consultant Agreement or any law applicable to Customer Data, including by sending notice to the affected individuals, applicable agencies and consumer reporting agencies, if such notification is required by law or by Rodan + Fields in its sole discretion.

6o. Venues:

6o (i): Commercial Outlets

Rodan + Fields is a person-to-person marketing company and as such does not allow the R+F Products to be sold or displayed in, or otherwise distributed through, any permanent retail establishment open or available to the general public or otherwise available to "walk-in" Customers. This includes department stores, health food stores, beauty supply outlets, schools, supermarkets, pharmacies, mall booths, kiosks, discount establishments, swap meets, drugstores, flea markets, specialty gift shops or any other business or commercial establishment that is open or available to the general public. No Consultant shall: (i) sell, display or distribute any R+F Products in or through any such establishment; (ii) sell any R+F Products to any Customer that the Consultant knows or has reason to believe may resell such R+F Products in or through any such establishment; or (iii) solicit or encourage any third party to do any of the foregoing. For rules regarding sales and marketing on the Internet, see Section 11.

6o (ii): Personal Service Facilities

Subject to the requirements set forth in this Section, R+F Products may be sold or displayed in personal service facilities if owned and operated by a Consultant or with the permission of the owner of the facility. Personal service facilities may include but are not limited to the following: (i) offices and other areas located in private clubs that are not accessible to or in

view of the general public; (ii) the private offices of professionals who operate by appointment only (e.g., doctors, dentists, chiropractors, etc.); and (iii) beauty salons or spas that operate by appointment only. Rodan + Fields allows the sales of R+F Products in such personal service facilities, consistent with local laws and regulations, so long as there are no signs, flyers, advertisements or products visible from outside of the personal service facility. Any owner of any such personal service facility where the R+F Products are sold or displayed must be a Consultant in good standing and sign a special agreement confirming that their business complies with the foregoing requirements. Furthermore, each Consultant with a personal service facility is responsible for the actions of their non-Consultant employees and independent contractors. If any such non-Consultant employee or independent contractor engages in any activity which, if performed by the Consultant, would violate the Consultant Agreement, including a failure to adhere to these Policies and Procedures, such activity will be deemed a breach by the Consultant and Rodan + Fields may terminate the Consultant Agreement and/or seek other appropriate remedies against such Consultant as detailed in the Consultant Agreement. In appropriate circumstances, Rodan + Fields may elect to first provide notice to the Consultant allowing her or him time to cure the breach prior to taking further action. The Personal Service Facility Approval Form is located in the Library.

6o (iii): Events

Consultants may display and/or sell the R+F Products and Rodan + Fields authorized signage at events that are limited in duration with an environment that is appropriate for promoting Rodan + Fields' brand integrity. Events consistent with Rodan + Fields' brand integrity may include trade shows, professional expositions, state fairs, health fairs, conventions and bridal shows. On the other hand, swap meets, garage sales, flea markets, farmers' markets, and other similar events are not conducive to Rodan + Fields' professional image. Advance approval from Rodan + Fields is not required to attend an event, but Consultants must use their best judgment in deciding whether a particular event is an appropriate forum to promote the R+F Products or the Program.

Consultants are responsible for registering to attend an event and confirming with the event manager that all event specific requirements are met. For example, some promoters have a policy that allows only one vendor for a product brand to have a display at a function or may have other policies that prohibit a vendor from participating. It is therefore the Consultant's responsibility to ensure that the promoter will allow them to display before making a deposit with the promoter. While representing Rodan + Fields as Consultants at an event, Consultants must comply with the Policies and Procedures and are responsible for the actions of any non-Consultant individuals who work the event to promote Rodan + Fields. Consultants understand and agree that they must defend and hold Rodan + Fields and its agents, stockholders, members, employees, directors, officers and attorneys harmless from any claims by third parties related to their participation in events not sponsored by Rodan + Fields.

If a Consultant plays music at their event, or includes music in any publicly shared recording, it is the responsibility of such Consultant to obtain a proper license to play such song(s) with performing rights organizations such as ASCAP, BMI, GMR or SESAC or to obtain a business account from a streaming service such as Pandora.

Please note that Rodan + Fields does not offer liability insurance and will not provide the Company Tax Identification Number for any event, and will not consign R+F Products, R+F Marketing Materials, R+F Business Supplies or other types of merchandise or materials for display, use or sale at any event.

6o (iv): Other

Other than sales through the R+F Website, a Consultant's Personal Website (PWS), or via the events as described above, sales must be made through personal one-on-one marketing to people with whom Consultants have established a business or personal relationship. The term "business or personal relationship" means an existing or developed relationship formed by a voluntary two-way communication between a Consultant and a person on the basis of: (i) an inquiry, application, purchase or transaction by the person regarding Products offered by the Consultant; or (ii) a personal or familial relationship whose relationship has not been previously terminated by either party.

Rodan + Fields discourages Consultants from engaging in door-to-door solicitation for sales. Should a Consultant conduct business in this manner, they must ensure compliance with applicable state or local laws regarding door-to-door sales or solicitation. Certain state or local laws impose restrictions on the time of day during which such solicitation may take place, and/or require door-to-door sellers to register with the state or local authorities or obtain a government-issued identification card. These jurisdictions may also impose fines for non-compliance.

6p. Account Maintenance:

Each Consultant is solely responsible for maintaining their account with Rodan + Fields and remitting all payments due in a timely manner. Should a Consultant's account go into collection, the Consultant will be responsible for (and will indemnify and hold harmless Rodan + Fields from and against) all costs and fees incurred by Rodan + Fields in the collection of the amount due. The Consultant agrees to allow Rodan + Fields to deduct any amount due and any such costs and fees from the Consultant's account and/or any Commissions, Achievement Rewards or other amounts due to the Consultant.

6q. Sales Tax:

In order to remove the sales tax administrative burden on our Consultants, Rodan + Fields takes the "final retailer" position and effectively collects, files and remits the tax to the appropriate state and local taxing agency on behalf of each Consultant. Rodan + Fields collects sales tax based on the suggested retail price of R+F Products which are generally regarded as items intended to be resold, unless otherwise exempt. Tax on Products and services, which are generally not intended to be resold (i.e. Business Starter Packs, R+F Business Supplies, Rodan + Fields Materials, etc.), will be based on their purchase price. However, if any such items are resold by the Consultant for a higher price, it shall be the Consultant's responsibility to collect and remit sales tax to the appropriate state and local tax agency.

The rate of tax is based on the place of the sales transaction, which is generally considered

the applicable "Ship To" address.

If a Consultant has submitted, and Rodan + Fields has accepted, a current sales tax exemption certificate, Rodan + Fields will return the sales tax on the Consultant's direct purchase of R+F Products and services and it shall be the Consultant's responsibility to collect and remit sales tax to the appropriate state and local tax agency. (See Registration of a Resale Certificate form in the Library for more details.)

6r. Confidential Information, Non-Solicitation, and other Business Restrictions

Rodan + Fields' relationship with its Consultant is a valuable asset to the company. Rodan + Fields provides extensive support to aid its Consultants in achieving their goals, including access to Rodan + Fields' sensitive, confidential and proprietary information and trade secrets. At the same time, Rodan + Fields seeks to protect this information as well as its goodwill.

Therefore, Rodan + Fields and Consultant agree as follows:

- A Consultant shall not disclose to any third-party Confidential Information (as defined in Appendix B). All such Confidential Information is the property of Rodan + Fields and is not owned by Rodan + Fields Consultants. A Consultant shall use the same degree of care to protect Confidential Information that they use to protect their own sensitive and proprietary information.

Both during the term of their Consultant Agreement and indefinitely thereafter, a Consultant shall:

- use Confidential Information only for the purposes of performing their obligations or exercising rights under their respective Consultant Agreement; and
- limit access to Confidential Information to only those persons who have a legitimate need to know such information in the performance of Consultant's rights and obligations under their respective Consultant Agreement. Each person who is given access to Confidential Information shall be bound by a confidentiality obligation at least equivalent to the confidentiality obligations of each Consultant under their respective Consultant Agreement. A Consultant shall be responsible for the acts and omissions of their respective employees, contractors and agents with respect to such confidentiality obligations. Notwithstanding the foregoing, a Consultant may disclose Confidential Information to the extent they are legally compelled to do so, provided, however, that prior to any such compelled disclosure, the Consultant notifies Rodan + Fields and fully cooperates with Rodan + Fields in protecting against or limiting the disclosure of Confidential Information.

Consultant agrees that they will receive significant benefits from Rodan + Fields including the opportunity to participate in training on the R+F Products, access to support systems and other benefits of the Rodan + Fields network. In consideration for the benefit of Rodan +

Fields' investment in the development of its Consultants, each Consultant, to the fullest extent allowed by applicable law, agrees that the following restrictions apply to Consultant:

- To the fullest extent permitted by law, during the term of their Consultant Agreement and for a period of six (6) months after the termination of their Consultant Agreement, Consultant will not, directly or indirectly, solicit any Rodan + Fields Consultant or any Rodan + Fields employee for engagement as an employee, or as an independent consultant, contractor or distributor of any direct selling, network marketing, or social selling business, nor will Consultant solicit any Rodan + Fields employee to become a Consultant of Rodan + Fields during this period. For purposes of this paragraph, "Solicit" includes but is not limited to: (i) communicating information or offering to provide information about another direct selling, network marketing, or social selling business opportunity to a Rodan + Fields Consultant or Rodan + Fields employee; (ii) posting or messaging information about another direct selling, network marketing, or social selling business opportunity on any social media site (Facebook, Instagram, Twitter, etc.) utilized* by Consultant to promote their Rodan + Fields business where "business" is inclusive of information shared about the products, services, and/or business opportunity of Rodan + Fields; and (iii) tagging any Rodan + Fields Consultant or Rodan + Fields employee with a post on any social media site that provides information or offers to provide information about another direct selling or network marketing business opportunity.

****In reference to (ii) above, deleting past Rodan + Fields content from your social media page in order to circumvent this policy is not permitted.***

In furtherance of this provision, a Consultant shall not take any action that may reasonably be foreseen to result in drawing an inquiry from other Consultants relating to the Consultant's other direct selling, network marketing, or social selling business opportunity. Violation of this provision shall constitute a violation of the Non-Solicitation Policy. Violation of Section 6r may result in immediate termination of the violating Consultant's Agreement.

- In exchange for being compensated, publicly recognized and otherwise promoted by the Company as a leader of Rodan + Fields, during the term of their Consultant Agreement, a Consultant who has achieved Level V Executive Consultant or above will not be eligible for certain rewards or incentives outside of the Compensation Plan, if that Consultant also is promoting, marketing or selling the products, services or programs offered by any other direct selling business, regardless of whether the products, services or programs are related to skincare or haircare or whether they compete with Rodan + Fields. Level V Executive Consultants or above who promote, market or sell the products, services or programs offered by any other direct selling, network marketing, or social selling business may not be eligible for trips, training, programs, access to early product releases, global expansion, recognition, Corporate sponsored opportunities, and/or other similar remedial measures.

- Consultants at all levels are obligated to notify Rodan + Fields if they are enrolled as a Consultant, Distributor, Affiliate, Ambassador, etc. for another Direct Selling company by sending an email to Compliance@rodanandfields.com.
- During the term of their Consultant Agreement, in order to avoid legal liability related to promotion of sales aids, Consultant may not sell training materials or sales aids including published books, eBooks, videos, or other sales aids including mobile applications to their Downline or other Consultants.
- During the term of their Consultant Agreement, Consultant will not use Confidential Information for mass solicitation of charitable contributions other than those related to the communication of company sponsored Rodan & Fields Prescription for Change Program. When partnering with a charitable organization in connection with a giveaway, donation, sale of or proceeds from the sale of R+F Products, Consultant must indicate in the communication that the solicitation of charitable contributions is not promoted or sponsored by Rodan + Fields. Consultants who sponsor or promote such charitable activities must make it clear that participation is voluntary and may not exert undue influence or pressure on others to participate.

Consultant warrants that to the best of Consultant's knowledge there is no other existing contract or duty on Consultant's part that conflicts with or is inconsistent with this Agreement. Consultant agrees to indemnify and hold harmless Company from any and all losses and liabilities incurred or suffered by Company by reason of the alleged breach by Consultant of any services agreement between Consultant and any third party. The determination of whether an obligation is inconsistent or incompatible with Consultant's obligations under the Consultant Agreement shall be made at the reasonable discretion of Rodan + Fields.

Consultants and the Company recognize that because network marketing is conducted through networks of independent contractors, and business is commonly conducted via the Internet and telephone, an effort to narrowly limit the geographic scope of the foregoing provisions would render them wholly ineffective. Therefore, Consultants and Rodan + Fields agree that the provisions of this Section shall apply to the United States, the District of Columbia, Puerto Rico, Guam and all Authorized Countries.

Consultant further agrees that the provisions contained in this Section are reasonable and necessary to protect the legitimate interests of Rodan + Fields and that Rodan + Fields would not have accepted the Consultant's Consultant Application in the absence of the Consultant's agreement to these provisions. Consultant agrees that the Consultant's breach or threatened breach of such provisions would cause Rodan + Fields irreparable harm and significant injury, the amount of which would be extremely difficult to estimate and ascertain and thus making any remedy at law or in damages inadequate. Each Consultant therefore agrees that Rodan + Fields shall be entitled, without the necessity of posting a bond or security, to the issuance of injunctive relief by any court or arbitrator of competent jurisdiction as provided in Section 18i, enjoining any breach or threatened breach of the above provisions and for any other relief such court deems appropriate. The rights granted to Rodan + Fields in this Section are in addition to any other remedy available to Rodan + Fields at law or in equity.

6s. Defend Trade Secrets Act:

Notwithstanding anything in these Policies and Procedures or the Consultant Agreement, pursuant to the 2016 Defend Trade Secrets Act, 18 U.S.C. § 1833(b), a Consultant will not be held criminally or civilly liable under any Federal or State trade secret law for the disclosure of a trade secret of Rodan + Fields that (a) is made (i) in confidence to a Federal, State, or local government official, either directly or indirectly, or to the Consultant's attorney and (ii) solely for the purpose of reporting or investigating a suspected violation of law; or (b) is made in a complaint or other document that is filed under seal in a lawsuit or other proceeding. If a Consultant files a lawsuit for retaliation for reporting a suspected violation of law, they may disclose the trade secret to their attorney and use the trade secret information in the court proceeding, but only if the Consultant (I) files any document containing the trade secret under seal, and (II) does not disclose the trade secret, except pursuant to court order. Nothing herein or in the Consultant Agreement is intended to conflict with 18 U.S.C. § 1833(b) or create any liability for disclosures of trade secrets that are expressly allowed by such section. Further, subject to the foregoing, nothing in any agreement that a Consultant has with Rodan + Fields shall prohibit or restrict the Consultant from making any voluntary disclosure of information or documents related to potential violations of law to any governmental agency or legislative body, or any self-regulatory organization without advance notice to Rodan + Fields.

SECTION 7: SPONSORING AND TRAINING

7a. Sponsoring Other Consultants:

Consultants may sponsor other persons to become Consultants in any jurisdiction where Rodan + Fields is authorized to do business. However, Consultants earn Commissions and Achievement Rewards in the Program only based on the sale of the R+F Products, not from sponsoring other Consultants. The most current version of the Consultant Agreement can always be found on www.rodanandfields.com and in the Library. Once the potential Consultants have read and understood the Consultant Agreement, they may complete the Consultant Application with the Sponsors' full name and Identification Number.

7b. Responsibilities of Sponsors:

Sponsors must always present the R+F Products and the Program to others in a manner that complies with the Consultant Agreement, including the requirements of Section 6 of these Policies and Procedures regarding business ethics and practices. In order to comply with various legal requirements, Sponsors must:

- provide prospective Consultants with a copy of, or access to, the current Policies and Procedures (found on rodanandfields.com) prior to submission of a new Consultant Application;
- ensure that prospective Consultants complete and submit the Consultant Application themselves. If extraordinary circumstances prevent a prospective Consultant from submitting the online Consultant Application, the sponsoring Consultant may do so for the prospective Consultant so long as the prospective

Consultant completes and signs a hard copy of the Consultant Application in advance, is provided access to the Policies and Procedures and has the opportunity to review the Consultant Application Terms and Conditions before enrolling in which case the signed Consultant Application must be sent to the Sales Support Department, Rodan + Fields, 3001 Bishop Drive, Suite 450, San Ramon, CA, 94583. Additionally, the Sponsor must advise the new Consultant to change their password as soon as possible; and:

- explain to prospective Consultants that the only required purchase to become a Consultant is a Business Starter Pack;
- explain to prospective Consultants that the Consultant Replenishment Program (CRP) and PULSE Pro are optional, subscription programs; and
- educate Downline Consultants about, and answer questions regarding, the Policies and Procedures and direct them to the Compliance Department for additional assistance.

Ensure Preferred Customers complete the enrollment process themselves so that the prospective customer reviews and accepts the PC Perks Terms and Conditions. If extraordinary circumstances prevent a prospective Preferred Customer from enrolling online, the sponsoring Consultant may do so for the prospective Preferred Customer so long as the Consultant reviews the PC Perks Terms and Conditions with the customer, including the fact that the customer is signing up for a flexible autoship program, and the Sponsoring Consultant must provide the new Preferred Customer with a copy of the PC Perks Terms and Conditions. Copies of the PC Perks Terms & Conditions can be found on www.rodanandfields.com and in the Library.

Sponsors are not required to maintain any inventory of Products or business supplies for new Consultants. Refer to Section 5b.

7c. Applicant Rights and Responsibilities:

It is a new Consultant's responsibility to understand their rights and obligations as incorporated into the Consultant Agreement. Part of this responsibility includes performing due diligence to understand the Program and choose a Sponsor. For reasons of sponsoring ethics, Rodan + Fields strongly encourages any new Consultant to enroll in the Program under the Sponsor who introduced such Applicant to the Program. Every Consultant, however, ultimately has the right to choose who their Sponsor will be. As such, if an individual asks to be registered under another Sponsor prior to submitting the Consultant Application, Rodan + Fields reserves the right to honor such request. Notwithstanding the foregoing, if a Preferred Customer desires to become a Consultant, they must either: (i) apply as a Consultant under the Consultant with whom they originally enrolled as a Preferred Customer; or (ii) close their account and wait a total of ninety (90) days before enrolling as a Consultant with a different Sponsor. For additional information regarding Preferred Customers, see the PC Perks Terms and Conditions located in the Library.

If two Consultants both claim to be the Sponsor of an Applicant, Rodan + Fields shall regard

the first Consultant Application received by Rodan + Fields as the controlling Consultant Application and shall designate the Consultant listed as the Sponsor on such Consultant Application as the Applicant's Sponsor.

Resolving disputes between Consultants regarding claims of Sponsorship of another Consultant is extremely difficult, particularly when a Downline organization is implicated. Rodan + Fields reserves the sole and exclusive right to determine the final disposition of such disputes. Therefore, CONSULTANT ASSUMES THE RISK THAT MULTIPLE CONSULTANTS MAY CLAIM SPONSORSHIP OF A DOWNLINE ORGANIZATION AND THAT RODAN + FIELDS MAY RESOLVE SUCH DISPUTE IN ITS SOLE DISCRETION IN FAVOR OF ANOTHER CONSULTANT. CONSULTANT UNDERSTANDS AND AGREES THAT TO THE EXTENT PERMITTED BY LAW NEITHER RODAN + FIELDS NOR ITS OFFICERS, MEMBERS, DIRECTORS, OWNERS, EMPLOYEES OR AGENTS SHALL BE HELD RESPONSIBLE FOR ANY DAMAGES THAT RELATE TO OR ARISE FROM THE COMPANY'S DECISION REGARDING THE DISPOSITION OF ANY DOWNLINE ORGANIZATION THAT IS IMPLICATED IN A DISPUTE BETWEEN CONSULTANTS REGARDING CLAIMS OF SPONSORSHIP, AND CONSULTANT WAIVES ANY AND ALL CLAIMS WITH RESPECT THERETO.

7d. Line Switching:

Each Consultant may have only one Sponsor and no Consultant shall sponsor or attempt to sponsor any person or Business Entity that has already submitted a Consultant Applicant or Business Entity Registration Form, as applicable, to Rodan + Fields or that has had a Consultant Agreement terminated within the preceding six (6) months (or any Business Entity that is controlled by such a person or Business Entity). This practice, known as "Line Switching," is strictly prohibited, as is any attempt to circumvent the prohibition on Line Switching through the use of pseudonyms or assumed names, a spouse's or relative's name, trade names, DBAs or Business Entities. A Consultant is not permitted to encourage, offer or assist any other Consultant to change Sponsors or Uplines. Under no circumstance shall any Consultant offer or provide any financial or other consideration or incentive to another Consultant in exchange for such other Consultant's agreement to terminate their existing Consultant Agreement and re-apply under another Sponsor. Once a Consultant is sponsored, Rodan + Fields requires that the relationship between the Consultant and their Sponsor be maintained and protected.

7d (i): Consultant to Consultant under different Sponsor

A Consultant wishing to change Sponsors may do so only if they: (i) terminate their applicable Consultant Agreement by written notice to Rodan + Fields as provided herein; (ii) do not participate in the Program in any capacity for six (6) consecutive months after the effective date of such termination; and (iii) re-apply to become a new Consultant after such six (6) month period and is reaccepted by Rodan + Fields in accordance with Section 3a.

7d (ii): Consultant re-enrollment within 180 days with same Sponsor

In the case that a Consultant has voluntarily terminated their Consultant Agreement and chooses to re-enroll as a Rodan + Fields Consultant within one hundred eighty (180) days of such voluntary termination, such Consultant's Sponsor, upon re-enrollment, shall be their

Enrollment Sponsor, if such person is still a Rodan + Fields Consultant. In the case that the re-enrolling Consultant's Enrollment Sponsor is not a Rodan + Fields Consultant at the time of re-enrollment, then the re-enrolling Consultant's Performance Sponsor shall be their new Sponsor at the time of re-enrollment. The same rules apply for a Consultant who is involuntarily terminated and is later approved by Rodan + Fields to re-enroll. See Appendix A, Compensation Plan, for an explanation of Enrollment Sponsor and Performance Sponsor.

In cases wherein a Consultant enrollment has occurred due to mistake, inadvertence or error, the new Consultant must notify the Sales Support Department at SalesSupport@rodanandfields.com within three (3) Business Days of the enrollment to request a correction of the original enrollment Sponsor.

7d (iii): PC to PC under different Sponsor

If a Consultant enrolls a Preferred Customer through PC Perks, that Consultant will be deemed the Preferred Customer's Sponsor. If the Preferred Customer wishes to change their Sponsor, they must terminate their PC Perks account and wait at least thirty (30) days from the date of termination before re-enrolling as a Preferred Customer under a different Sponsor.

7d (iv): PC to Consultant under different Sponsor

If a Preferred Customer wishes to become a Consultant under a new Sponsor, they must terminate the PC account and wait ninety (90) days to enroll as a Consultant under the new Sponsor. However, if both the current and proposed new Sponsor, as well as the PC, all sign an agreement (which can be obtained by emailing Compliance@rodanandfields.com) the wait time may be waived.

7d (v): Consultant to PC under different Sponsor

If a Consultant wishes to end their Consultant Agreement and enroll as a Preferred Customer under a different Sponsor, they must terminate the Consultant account and wait ninety (90) days, unless there is written agreement (which can be obtained by emailing Compliance@rodanandfields.com) between the current and proposed new Sponsor, as well as the Consultant, in which case the wait time to enroll as a Preferred Customer may be waived. The Consultant Agreement will be terminated and the account will be closed. The Preferred Customer who was previously a Consultant under a different Sponsor must wait an additional ninety (90) days from the PC enrollment date to re-enroll as a Consultant under the new Sponsor unless six (6) months have passed from the termination date of the Consultant Agreement.

7d (vi): PC to PC under different Sponsor with subsequent upgrade to Consultant

If a PC has terminated their account and waited the appropriate thirty (30)-days to switch to being a PC under a new Sponsor and now wants to become a Consultant under that new Sponsor, the PC must wait an additional sixty (60) days to equate to the full ninety (90) day wait period that is required for PCs to become a Consultant under a new Sponsor.

SECTION 8: ORDERING PROCEDURES

8a. General:

To protect the Company's brand integrity and intellectual property and to help ensure compliance with legal requirements regarding disclosures and claims, except as provided in Section 11e, Consultants must purchase all R+F Products, R+F Marketing Materials (including business cards) and R+F Business Supplies from Rodan + Fields or its approved third-party suppliers. All orders are subject to acceptance by Rodan + Fields or Rodan + Fields' applicable third-party suppliers. Orders for R+F Products may be placed via the R+F Website, a Consultant's PWS or by telephone.

8b. Commission Period End:

All orders are credited to a Consultant's account for the Commission Period in which the order was placed. In order for a Consultant to be credited for an order in a particular month, the payment must be processed by 11:59 p.m. Pacific Time on the last day of the month. For all orders processed via the R+F Website, a Consultant's PWS or by telephone, the cut-off for receipt of orders to be included in Commission and Achievement Rewards calculations for any given month is 11:59 p.m. Pacific Time on the last day of that month. Consultants may monitor their Sales Volume via PULSE by Penny and are responsible for reporting any issues or inaccuracies within twenty- four (24) hours after the last day of the month. Rodan + Fields shall not be liable for incorrect, incomplete, lost or mailed orders.

8c. Placing Orders Under Another Identification Number:

Consultants must place all orders using their own Identification Numbers and credit cards. Placement of an order by a Consultant using another Consultant's Identification Number or using another individual's, Customer's, or Consultant's credit card is strictly prohibited.

8d. Forms of Payment:

In order to simplify the payment process, facilitate the shipment of orders and maintain accurate Consultant account records, Rodan + Fields requires payment using a major credit card and other forms of accepted payment. See Authorized Country's website for details surrounding that country's accepted methods of payment. Rodan + Fields will not accept personal checks, money orders or cash.

8e. Shipping Charges:

Shipping charges will be applied on applicable orders and will be automatically included as part of the "Shopping Cart" order entry process. Shipping charges for autoship orders can be found by logging into your account on www.rodanandfields.com. For more information on shipping information, see the Satisfaction Guarantee Page on www.rodanandfields.com.

SECTION 9: SHIPMENTS

9a. General:

After Rodan + Fields has accepted and processed an order, it will use reasonable efforts to ship the order to the address specified in the order using a carrier chosen by Rodan + Fields. Risk of loss or damage will pass to the ordering Consultant upon the carrier's confirmation of delivery to the specified address. Orders are shipped on Business Days only. Consultants and their Customers should allow up to two (2) Business Days for order processing and an additional five to seven (5-7) Business Days for delivery within the continental U.S. For information on shipping to Alaska, Hawaii, Puerto Rico or Guam, see section 9d. For shipping information, processing and delivery times in a particular country, see that Authorized Country's website. Ground orders can be shipped to a street address within the 50 United States, the District of Columbia, Puerto Rico, Guam, and in most cases Military APO/FPO/DPO or Military P.O. Box addresses. Please note delivery to Military APO/FPO/DPO and Military P.O. Box addresses can, in some instances, include additional business days to complete delivery due to USPS handling and routing which is outside of Rodan + Fields' control. Rodan + Fields will use reasonable efforts to fill Consultants' and Customers' orders, but will not be liable for any damages arising from any failure to fill orders or any delay in delivery. Rodan + Fields reserves the right to cancel any order where the address has been changed after the order is placed.

Please note that shipments to freight forwarders are strictly prohibited. If Rodan + Fields receives a request to send an order to a freight forwarder, the order will be cancelled. In the event that the order goes through and Rodan + Fields later finds out that there was an attempt to send product to a freight forwarder, the Consultant Agreement will be subject to termination.

9b. Special Handling:

Some R+F Products require special handling as specified by federal, state and local regulations governing the shipping of these items. The method of shipment for these items is dictated by these regulations. Rodan + Fields complies with these regulations and therefore the shipment of some Products to certain locations may not be possible. Please contact the Sales Support Department at SalesSupport@rodanandfields.com for additional shipping information.

9c. Shipment to APO/FPO/DPO/PO Boxes:

Most R+F Products may be shipped to Military APO/FPO/DPO or Military P.O. Box addresses, but some restrictions may apply. Orders being sent to Military P.O. Boxes or Military APO/FPO/DPO addresses must be shipped via United States Postal Service and cannot be shipped via overnight or second day service. Consultants should inquire as to whether they need to notify and obtain permission from the base commander in charge, and if so, must do so prior to sending and/or accepting shipment on a military base.

9d. Shipments to Alaska, Hawaii, Puerto Rico or Guam

Most R+F Products can be shipped to Alaska, Hawaii, Puerto Rico and Guam but some restrictions apply and additional shipping charges may apply. Priority shipping methods (overnight or second day service) are not available for certain locations in Alaska or Hawaii.

9e. Order Tracking:

Following placement of an order with Rodan + Fields, a tracking number will generally be provided via a shipment confirmation email within five (5) Business Days. A Consultant (or their Customer for whom the order was placed) may contact the Sales Support Department at SalesSupport@rodanandfields.com. If the email is not received with order-tracking information. Once an order has been shipped, the tracking information will be made available via PULSE by Penny and via the Order History page on the R+F Website.

9f. Non-Deliverable Orders:

In some cases, an order may be returned to Rodan + Fields if the carrier is unable to deliver it to the specified shipping address.

This may happen because:

- the Consultant or Customer did not accept the order when it was delivered by the carrier;
- the Consultant or Customer was unavailable to accept delivery to an address or in an area that dictates signature-required for deliver; or
- the Consultant or Customer provided invalid or incorrect shipping information.

When this occurs, Rodan + Fields will refund the order less the cost of shipping and neither the Consultant nor the Consultant's Upline will receive any credit for the order. If the order has already been credited to the Consultant's Sales Volume, the credit (and any associated awards, Commissions or Achievement Rewards) will be cancelled. In cases where the ordered item included a Business Starter Pack, the order cancellation will result in termination of the new Consultant's account.

9g. Cancelled Orders:

Consultants understand that once orders have been placed they cannot be cancelled. Rodan + Fields will use reasonable efforts to refund an order placed in error. Since orders cannot be cancelled, a Consultant must follow the procedure applicable to Returns under the Customer Satisfaction Guarantee as described in Section 10c.

Replacements or refunds for such orders are also handled in the same manner as described in Section 10c.

9h. Missing Items:

When an item is missing from an order, the Consultant or Customer is requested to review their order details online and contact the Sales Support Department at SalesSupport@rodanandfields.com. If Rodan + Fields determines that the item was not shipped with the original order, it will use reasonable efforts to ship the missing item to the address specified by the Consultant or Customer at no charge within three to five (3-5) Business Days. Out-of-stock items may require a longer period. For additional information regarding out-of-stock items, refer to Section 9i.

9i. Out-of-Stock Items:

Rodan + Fields' inventory control procedures are intended to ensure that shortages of R+F Products rarely occur. However, should an item not be available, Consultants will have the option of waiting for the backordered item to be re-stocked or cancelling the order. Rodan + Fields makes every effort to ensure that Consultants receive the associated volume for an out-of-stock item when processing backorders. Consultants who opt to cancel an order will be issued a prompt refund and will not receive the Sales Volume associated with the order.

9j. Discontinued Items:

Rodan + Fields may at any time discontinue the manufacture and/or sale of any R+F Products, or make any changes in their respective prices, quality, performance, standards, grades, contents, place of origin or otherwise, in its sole discretion. Rodan + Fields will have no liability to any Consultant based on any such discontinuation or change. When an item is discontinued, orders will not be accepted for such items. Rodan + Fields will use reasonable efforts to notify Consultants of the date of discontinuance.

SECTION 10: RETURN PROCEDURES

10a. General:

All Customers and Consultants who wish to return R+F Products to Rodan + Fields for any reason must log in to their Rodan + Fields account and complete a Return Authorization Form (RA) for those items they wish to return. Only items for which a refund is available pursuant to Section 10 should be returned to Rodan + Fields. Items returned for which no refund is available will be discarded. For information on how return adjustments may affect qualifications, Commissions and Achievement Rewards, refer to Section 12c.

Rodan + Fields regularly audits return behaviors and reserves the right to review and terminate any Consultant Agreement for excessive or improper return activity.

10b. Returns of Defective or Damaged Products:

For any items that were defective at the time that Rodan + Fields delivered them to the carrier, Rodan + Fields will, at the option of the Consultant or Customer: (i) replace and ship replacements for the defective items to the Consultant or applicable Customer at no

additional charge if replacements are available; or (ii) refund the amounts paid for the items by crediting 100% of the purchase price, sales tax, and shipping charges to the credit card used to make the purchase. Rodan + Fields reserves the right to arrange a product pick up for defective products or for those Rodan + Fields wishes to examine, at no charge to the purchaser at its discretion. The determination of whether the Product was defective at the time of shipment shall be made by Rodan + Fields in its sole discretion.

10c. Returns Under the Customer Satisfaction Guarantee:

10c (i): Purchases made through the R+F Website or PWS

If for any reason a Customer or Consultant is not completely satisfied with any R+F Product, they may return the unused portion of the Product within sixty (60) days from the date of order for a 100% refund of the amount paid for the product (including sales tax but excluding shipping charges) on the credit card used to make the purchase.

10c (ii): Resale between a Consultant and a Customer

In the event of a Product resale conducted directly between a Consultant and a Customer a Consultant bears the responsibility of honoring the sixty (60) day Customer Satisfaction Guarantee. Two copies of a retail sales receipt must be provided to the Customer in order for the resale to be covered under the Customer Satisfaction Guarantee. (For additional information on Retail Sales Receipts, refer to Section 6i.) The cost to return ship the R+F Products shall be borne by the Customer or Consultant. The Customer or Consultant may place a separate order for replacement Products if desired.

10c (iii): Returns of Business Starter Packs

Business Starter Packs returned within sixty (60) days of purchase are refundable under the Customer Satisfaction Guarantee only if returned with all components of the Business Starter Pack included. No refunds will be issued for a partial return from a Business Starter Pack. Additionally, the return of a Business Starter Pack will be considered a termination of the Consultant Agreement. For additional information on Business Starter Packs, refer to Sections 5a, 10d and 10e.

10d. Return of Unsold Inventory by a Terminating Consultant:

In addition to a potential return under the sixty (60) day Customer Satisfaction Guarantee, a terminating Consultant may return unsold R+F Products and/or Business Starter Packs that they personally purchased from Rodan + Fields after sixty (60) days and up to one year* from date of purchase for a refund if they do not wish to sell or use the items and the items are resalable (see Section 10e below). Upon Rodan + Fields' receipt of the returned Products, the Company will refund 100% of the original purchase price of the resalable items. The refund will be credited to the same credit card used for the original order or by such other method as determined by Rodan + Fields.

Consultants who voluntarily terminate must submit a properly completed and signed Termination Notice Form to the Sales Support Department at SalesSupport@rodanandfields.com which will be effective when received and processed by Rodan + Fields. (Please allow seven to ten (7-10) Business Days for processing once the

termination request has been received.) Return of a Business Starter Pack will be considered a termination of the Consultant Agreement. If a Consultant has received reimbursement from Rodan + Fields Corporate for a Business Starter Pack through any type of incentive program, they will not be eligible for a refund upon termination.

*Consultants residing in Maryland, Wyoming, Massachusetts and Puerto Rico may exceed the one (1) year repurchase period, so long as the above-mentioned criteria is met.

10e. Resalable Items:

R+F Products are "resalable" only if they meet all of the following requirements:

- the items are unopened and unused;
- the packaging and labeling are current and have not been altered or damaged;
- the items have a current shelf life;
- the items and their packaging are in such condition that it is commercially reasonable within the trade to sell the items at full price; the items, at the time of purchase, are not identified as non-returnable, discontinued, expired or seasonal items; and
- Business Starter Packs must meet all of the above requirements and must also have all components of the Pack included in the return.

10f. Items Purchased from Approved Third-Party Suppliers:

R+F Marketing Materials, R+F Business Supplies and other items purchased from approved third-party suppliers are not supplied by Rodan + Fields, and Rodan + Fields cannot accept returns of any such items.

SECTION 11: ADVERTISING AND USE OF R+F TRADEMARKS AND OTHER R+F CONTENT

11a. General:

The R+F Trademarks and R+F Content represent Rodan + Fields' quality, integrity and service, and are valuable business assets that support a successful Rodan + Fields Independent Consultant Business. The R+F Trademarks, when properly used, lend strength, professionalism, and credibility to Consultantships. Accordingly, Rodan + Fields and Consultants have a mutual interest in protecting the integrity of the R+F Trademarks. For this reason, Consultants must use the Trademarks and R+F Content only as permitted by Section 11. Any content or trademark visible to the public must be approved R+F Trademarks and R+F Content made available by the Company. The R+F Trademarks and R+F Content are defined in Appendix B.

11b. Trademark Ownership:

Rodan + Fields is the sole and exclusive owner of all right, title and interest in the R+F Trademarks and R+F Content, including all related intellectual property and proprietary rights,

subject only to the specific licenses granted to Consultants in Section 11. Except as expressly set forth in this Section, Consultants shall not acquire or claim any rights in any R+F Trademarks or R+F Content. No Consultant's use of any R+F Trademark or R+F Content shall give the Consultant any right, title or interest in or to the R+F Trademark or R+F Content and all such use and associated goodwill will inure solely to the benefit of Rodan + Fields.

11c. License:

Subject to full compliance with the terms and conditions of the Consultant Agreement and this Section 11, Rodan + Fields grants each Consultant a non-transferable, non-exclusive right during the term of the Consultant Agreement to use the R+F Trademarks solely to promote the R+F Products (as outlined in Section 11d) and to indicate that the Consultant is an authorized Rodan + Fields Independent Consultant.

Consultants who wish to use a Rodan + Fields Logo must use the Independent Consultant Logo which is available in the Library. Consultants are not permitted to change or modify the Independent Consultant Logo in any way.

11d. Restrictions:

To ensure that the intellectual property of Rodan + Fields is legally protected, Consultants are not permitted to: (i) use any trademark or service mark confusingly similar to any R+F Trademark or R+F Content; (ii) combine any R+F Trademark or R+F Content with any other brand's tagline, trademark, image, logo or other intellectual property; (iii) remove any R+F Trademark or R+F Content from the R+F Products, R+F Marketing Materials or R+F Business Supplies; (iv) modify any R+F Trademark or R+F Content; (v) use or register any domain name that includes any R+F Trademark, R+F Content or any mark confusingly similar thereto; (vi) use any R+F Trademark or R+F Content in connection with any products other than the genuine R+F Products; (vii) use any R+F Trademark or R+F Content in connection with any other services, businesses or opportunities other than the Consultantship; (viii) register or attempt to register any R+F Trademark or confusingly similar trademarks in any class of products or services anywhere in the world; (ix) use any trade name or business name in connection with their Consultantships that includes any R+F Trademark or R+F Content; or (x) use the Proactiv[®] Trademark on or in connection with any R+F Products, R+F Marketing Materials or R+F Business Supplies, or otherwise in connection with their Consultantships. For a list of R+F Trademarks, refer to Appendix B Glossary.

11e. R+F Marketing Materials and Business Supplies:

The Company's R+F Products and business model are subject to significant regulation, including by the Food & Drug Administration (FDA) and the Federal Trade Commission (FTC). To help address the highly regulated nature of the Company's R+F Products and business model, Rodan + Fields has arranged for approved R+F Marketing Materials and Business Supplies to be available to Consultants for use in promoting the R+F Products and the Program. Section 6c and 6d explain what claims can be made about Rodan + Fields' Products and business model. Each Consultant is nonetheless responsible for legal compliance for any advertising and promotion they undertake to promote R+F Products. These materials are

available through the Consultant Only category of the R+F Website, and the Library. If Consultants have particular needs for R+F Marketing Materials or Business Supplies that are not available through the Company, Consultants may submit suggestions to the Rodan + Fields Marketing Department at Marketing@rodanandfields.com. Rodan+ Fields, however, is under no obligation to provide specially requested R+F Marketing Materials or Business Supplies. Rodan + Fields' specific policies regarding Consultant created Marketing Materials are as follows:

11e (i): Trademark Merchandise

Consultants who wish to use items with the R+F Trademarks, including the Rodan + Fields logos, may purchase merchandise approved by Rodan + Fields through the Consultant Only category of the R+F Website, and a Consultant's PWS. Consultants are not permitted to add R+F Trademarks to any items or merchandise. Co-branding Consultant team logos with R+F Trademarks, including the Rodan + Fields logos, is not permitted. The R+F Trademarks are defined in Appendix B.

11e (ii): Branded Assets

Consultants may use the Marketing Materials, including socially shareable assets, images, video, brochures, flyers, and invitations, that Rodan + Fields makes available on a variety of virtual sites, including but not limited to the Library, The Insider Scoop and any Rodan + Fields Event websites. Because Rodan + Fields and its Consultants must comply with direct selling and product related regulations and intellectual property laws, all which also serve to protect the Rodan + Fields brand and respect the intellectual property rights of third parties, Consultants may not create their own flyers or invitations to advertise or promote the R+F Products or the Program.

11e (iii): Videos

Consultants may use Rodan + Fields corporate videos to advertise or promote the R+F Products and the Program. Corporate videos must be re-posted in their entirety and may not be modified in any way. It is the Consultants' responsibility to ensure that they are using the most current version of Rodan + Fields videos. **In some cases, Consultants are allowed to create and share their own videos so long as the rules outlined next are followed.**

1. Personal Videos on Public Forums

In general, Consultants may not post personal videos on public forums using the R+F Trademarks or R+F Content (as defined in Appendix B); especially pertaining to the business opportunity. However, Consultants *may* post videos on public forums discussing specific approved products, but must follow the rules outlined below:

1. ONLY approved products can be featured. For a full list of approved products contact Marketing@rodanandfields.com.
2. Consultants are not permitted to discuss the business opportunity and/or R+F programs.
3. No representation of income may be discussed.

4. Consultants must identify themselves as an R+F Independent Consultant.
5. Consultants may not share videos of others without first obtaining their express, written consent.
6. No videos featuring anyone under the age of eighteen (18) may be shown without express, written parental consent.
7. All claims must be compliant.
8. The following disclaimer must be used in its entirety: ***"Always read the label. Use as directed. Results may vary."***
9. Videos may not be longer than 3 minutes.
10. If required, always tag videos with appropriate hashtags.

2. Personal Videos on Private Forums

Consultants may create personal videos that use R+F Trademarks or R+F Content solely for the purposes of training other Active Consultants. The intended audience of these videos must be Active Consultants, not consumers or the public at large. They may only be shared on private forums such as on social media accounts with appropriate privacy settings. These videos must be in compliance with these Policies and Procedures and must contain the following disclaimer:

"This video is not sponsored or endorsed by Rodan + Fields ("R+F"). The information and views in it are provided by a Rodan + Fields Independent Consultant to be viewed by Rodan + Fields Independent Consultants. It may not be shared with the public."

a. Team Training Videos Mentioning Income and Lifestyles

Any video that discusses or mentions the Rodan + Fields Program and/or explicitly or implicitly makes an income or lifestyle claim must include this additional disclaimer:

"This is my unique story. Actual earnings vary significantly; no income is guaranteed. For info re: typical earnings, search Rodan + Fields IDS."

b. Product Team Training Videos

Any video that discusses or mentions R+F Products must include this additional disclaimer:

"Do not use the information provided as a substitute for medical advice. Results vary and depend on multiple factors, including age, gender, skin or hair type and condition, other products used, health history, climate, lifestyle and diet. Rodan + Fields makes no guarantee as to the results that you may experience."

The disclaimers required in this section must be provided in their entirety in the video, either

verbally or displayed in writing for a reasonable period to enable the viewer to review the information. It is the responsibility of the Consultant to ensure any of the material they are recording is compliant with these Policies and Procedures, as well as any Federal, State or local laws.

If Consultants use the trademarks, trade names, service marks, copyrights, or intellectual property of any third party in any personal video, it is solely their responsibility to ensure that they have received the proper license to use such intellectual property and to pay the appropriate license fee. Consultant warrants that they either own all the content in the video or are authorized to use any materials that do not belong to them, including music that requires licensing. If any demands or legal claims are made against Rodan + Fields or its officers or employees as a result of a Consultant's personal video, they promise to defend and indemnify Rodan + Fields and be responsible and assume financial liability for responding to those claims or demands.

No other videos are approved for Consultant use and, as such, Consultants may not create videos that combine personal material with the R+F Trademarks or R+F Content except as provided above. Finally, the videography of guest speakers at Rodan + Fields corporate events may be prohibited and Consultants must comply with any specific instructions in that regard. For details on video streaming of events, see subsection below entitled "Video Streaming."

11e (iv): Video Streaming

Facebook Live and other streaming services are methods Consultants may use to share information about Rodan + Fields live with their team or prospective Customers and Consultants. Consultants may share content such as their own personal "why," and information on R+F Products or the Program, provided they comply with the requirements of Section 6c regarding Product Claims and Section 6d regarding Income Claims. During a live event, Consultants must include the same disclaimers as required in a video. While this content is streaming live, it is not otherwise subject to the Video Policy, as discussed above. This means Consultants may host live streamed events on public forums. Once the content is saved, however, it is considered a video and is subject to the Video Policy.

Live video streaming at events sponsored by Rodan + Fields is subject to restriction and Consultants must obtain permission before live streaming those events. This subsection only pertains to Consultant led events.

11e (v): Audio and Video Recordings

Training calls and business presentations may be recorded. If initiated by Rodan + Fields, Rodan + Fields will ensure that participants are informed at the beginning of the call that it is being recorded. For any call initiated by Consultants, it is the Consultant's responsibility to ensure that participants are informed at the start of the call that it is being recorded. It is likewise the responsibility of Consultants that they ensure that any of the material they are recording is compliant and abides by these Policies and Procedures, as well as any federal, state or local laws.

11e (vi): Business Presentations

Consultants may use the Business Presentation materials that Rodan + Fields has made available through the Consultant Only category of the R+F Website, and the Library to promote the R+F Products and the Program. Corporate business presentations must be re-posted in their entirety and may not be modified in any way. It is the Consultants' responsibility to ensure that they are using the most current version of Rodan + Fields business presentations; no other business presentations are approved for Consultant use.

11e (vii): Training Tools

Rodan + Fields makes available optional training tools through the Consultant Only category of the R+F Website and the Library to advertise or promote the R+F Products and the Program. Training tools that are not compliant with these Policies and Procedures may be subject to compliance action.

11e (viii): Third-Party Training

Consultants are responsible for the content of any third-party training session that they sponsor for their Downline teams. Any such presentation must be compliant with all aspects of the Policies and Procedures and the trainer and the sponsoring Consultant must both execute the Authorized Third Party Trainer Agreement that is available in the Library. Rodan + Fields reserves the right to attend such third-party training events to ensure they are compliant and meet the requirements of the Policies and Procedures. Consultants should be warned that there are various third-party trainers who purport to specialize in various direct selling matters and have been known to provide non-compliant content. Rodan + Fields does not maintain a list of third-party trainers.

11f. General Advertising Policies:

Consultants must ensure that they only engage in advertising and marketing activities directed to Customers, potential Customers or potential Consultants that comply with all applicable federal and state laws, rules and regulations, as well as any applicable platform terms, rules or guidelines. This includes, without limitation, compliance with all FTC guides, including the FTC's Endorsement Guides and FAQs, privacy laws, and laws, rules and regulations concerning email, SMS/text and phone calls. Consultants should consult their own legal counsel for any questions about their compliance obligations. Appropriate locations for distribution of advertising and marketing materials include bulletin boards, message boards and digital message boards located in public places and private businesses.

11g. Mass Media Advertising:

As a matter of fairness to all Rodan + Fields Consultants, Consultants are not permitted to advertise the R+F Products or the Program on television, radio, billboards, national print, online channels including third-party online marketplaces, through mass mailings or through channels otherwise deemed inappropriate by Rodan + Fields. Subject to the other requirements of this Section, Consultants are permitted to advertise in their local newspaper, local mailings, and outreach within a 50 mile radius of your home zip code, community newsletters, local opportunities, local business directories, through their local Chamber of

Commerce and through telephone book listings provided the advertisement does not exceed \$1,500 value (per activity). Telephone directory listings must comply with Section 11p below. For promotion on independent websites, see Section 11l.

Consultants may not advertise under the "help wanted" section of any newspaper or other directory, nor may any advertisement state or imply that the Consultant is seeking to employ or hire an individual for the company or that the Consultant is an agent or recruiter for the Company. If an advertisement is placed in a newspaper or other directory, the advertisement must clearly indicate that the opportunity being presented is that of an independent contractor as an Independent Consultant for Rodan + Fields.

11h. Selling Via Third-Party Internet Sites:

Consultants may sell the R+F Products through their Personal Websites (PWS) or through the R+F Website and may also direct Customers to purchase the R+F Products through the R+F Website. Sales of the R+F Products or Rodan + Fields Branded Assets, through any other website, including but not limited to Third-Party Internet sites such as eBay, Amazon, Craigslist, VarageSale, Facebook Marketplace, Mercari, Walmart Marketplace and/or Poshmark, are strictly prohibited. This rule is required for many reasons, including consumer protection, compliance with laws regarding the R+F Products, and to protect R+F Consultants from losing potential enrollments of Customers and Consultants who may be reluctant to engage via the R+F Program because they view the third-party sites as a competitive source of supply. Violation of this section may subject Consultants to immediate termination.

11i. Search Engines, Keywords and Meta-Tags:

Rodan + Fields endeavors to promote the brand and Company, generate product awareness and elevate the global Rodan + Fields community on behalf of our Consultants worldwide through search engine marketing (SEM) and other paid online advertising programs. Consultants agree to cooperate fully with Rodan + Fields' effort to boost the search rank of Rodan + Fields owned sites on search engine results pages (SERPs) in all markets by not competing with the Home Office for branded keyword terms and phrases; including but not limited to "Rodan + Fields," "Rodan Fields," "R+F," "Multi-Med Therapy," "REDEFINE Regimen," and more.

Consultants may not bid on or purchase (or encourage or solicit any third party to bid on or purchase) any R+F Trademark, R+F Content, or any term containing any R+F Trademark or R+F Content as a meta-tag, keyword, paid search term, sponsored advertisement or sponsored link in both global and local markets.

11j. PULSE by Penny Program:

PULSE by Penny is a proprietary suite of web-based tools that provides business and Customer relationship management resources to Rodan + Fields Consultants to support team growth, product sales, Downline productivity, and Customer satisfaction and retention.

PULSE by Penny is available in two versions: (i) PULSE Pro (advanced) and (ii) PULSE (basic).

- PULSE (basic) is available to all Consultants.
- PULSE Pro is an optional advanced suite of tools available through a monthly paid subscription program. PULSE Pro features a personal website through which Consultants may sell the R+F Products and enroll new Consultants, with all transactions automatically linked directly to their Rodan + Fields Consultant Identification Numbers.

It is the responsibility of each Consultant to ensure that their Personal Website (PWS) fully complies with the PULSE by Penny Terms and Conditions, the R+F Website Terms and Conditions, these Policies and Procedures and all applicable federal and state rules and regulations. The requirement of compliance also extends to any social networking site that is linked from a Consultant's Personal Website (PWS). Rodan + Fields reserves the right to disable any link from a Consultant's Personal Website (PWS) to a non-compliant social networking site or posting. The Personal Website (PWS) may not be promoted or marketed via mass media as outlined in Section 11g. Subject to Sections 11i and 11n, Consultants are permitted to purchase their own personalized URL through a third party and redirect to their own PWS sites. For additional information regarding social networking refer to Section 5 and to the Social Media Guidelines located in the Library. For additional information regarding a Personal Website (PWS) content requirements refer to the Personal Website (PWS) training materials located in the Library.

11k. Social Networking and Social Media:

Consultants may join social networking sites, online forums, discussion groups, blogs, and other forms of Internet communication to leverage the power of the Rodan + Fields brand and to communicate the benefits of the R+F Products and the Program. Online social pages belonging to a Consultant may be used to drive traffic to a Personal Website (PWS) or to the R+F Website. However, social pages belonging to Influencers or other companies or brands may not be used to drive traffic to a Consultant's Personal Website (PWS). Social networks include but are not limited to such sites as Facebook, Instagram, Pinterest, LinkedIn, Twitter, etc.

Consultants may use their own social networking profiles to advertise and promote their Rodan + Fields businesses and the R+F Products, and direct traffic to their respective Personal Website (PWS) site or the R+F Website. No actual sales of R+F Products, however, may be processed on social networking profiles or groups and no pricing may be shown on an image or in the text of a post. Profiles a Consultant generates in any social community where Rodan + Fields, the R+F Products or the Program are discussed or mentioned must clearly identify the Consultant as a Rodan + Fields Independent Consultant, and when a Consultant participates in those communities, Consultants must avoid inappropriate conversations, comments, images, video, audio, applications or any other adult, profane, discriminatory or vulgar content. The determination of what is inappropriate is at Rodan + Fields' sole discretion and offending Consultants will be subject to disciplinary action. If a link is provided, it must link to the Consultant's Personal Website (PWS), to a Consultant's Independent Website that has been approved by Rodan + Fields pursuant to Section 11l, or to the R+F Website.

Consultants may not use blog spam, spamdexing or any other mass-replicated methods to leave blog comments. Comments Consultants create or leave must be useful, unique, relevant and specific to the blog's article.

Consultants who use social networking sites must also comply with the rules associated with that particular website or network. For example, some sites prohibit users from advertising products or promoting financial opportunities. Federal and state agencies have established guidelines and rules for what may and may not be communicated and even a Consultant's personal experience may not conform to these regulatory guidelines. Consultants who provide testimonials on social networking sites and otherwise on the Internet are responsible for ensuring that their testimonials comply with all applicable laws and regulations.

Among other things, Consultants shall not: (i) make any specific income claim or commitment to any amount of income that others may realize as a Rodan + Fields Consultant; (ii) make any guarantee of success; or (iii) suggest that a specific amount of inventory must be purchased at the time of enrollment. Consultants may describe, in general terms, the positive impact of Rodan + Fields on their lifestyle or the positive visible results they have personally experienced from using the R+F Products so long as the requirements of Section 6c regarding Product Claims and Section 6d regarding Income Claims are met.

In addition to the foregoing general provision, Rodan + Fields' specific policies regarding Social Networking and Social Media are as follows:

11k (i): Consultants Are Responsible for Postings

Consultants are personally responsible for their postings and all other online activity that relates to Rodan + Fields. Therefore, even if a Consultant does not own or operate a blog or social media site, if a Consultant makes a post that relates to Rodan + Fields or which can be traced to Rodan + Fields, the Consultant is responsible for the posting. Consultants are also responsible for postings which occur on any blog or social media site that the Consultant owns, operates or controls. Rodan + Fields reserves the right to require the removal of non-compliant or infringing posts from any Consultant's social media pages and may terminate the Consultant Agreement of any Consultant who materially or repeatedly breaches this section.

11k (ii): Identification as a Rodan + Fields Independent Consultant

Consultants must disclose their full names on all social media postings, and conspicuously identify themselves as Rodan + Fields Independent Consultants. In addition to the foregoing, Consultants may use the Rodan + Fields Independent Consultant logo in social networking profiles. The Rodan + Fields Independent Consultant logo is available in the Library. Anonymous postings or use of an alias are prohibited.

11k (iii): Deceptive Postings

Postings that are false, misleading or deceptive are prohibited. This includes, but is not limited to, false or deceptive postings relating to the R+F Products, the Program, and/or Consultant biographical information and/or credentials.

11k (iv): Use of Third-Party Intellectual Property

Subject to Section 11d, if Consultants use the trademarks, trade names, service marks,

copyrights, or intellectual property of any third party in any posting, it is solely their responsibility to ensure that they have received the proper license to use such intellectual property and pay the appropriate license fee. All third-party intellectual property must be properly referenced as the property of the third party, and Consultants must adhere to any restrictions and conditions that the owner of the intellectual property places on the use of its property. A Consultant may be personally liable for any violation of this policy should the owner of the intellectual property bring an action. In addition, it is important not to repost any posts which violate this policy.

11k (v): Respecting Privacy

Consultants must respect the privacy of others and be judicious in their postings. Consultants must not engage in gossip or advance rumors about any individual, company or competitive products or services.

11k (vi): Ethics & Legal Compliance

Consultants must conduct themselves with professionalism, ethically and in full compliance with all laws on social networking sites. Consultants are responsible for ensuring that any posts or other social media activity that promotes the R+F Products or Program is legally compliant, and complies with any applicable platform terms, rules or guidelines. This includes ensuring that their postings are truthful and accurate and that any legally required disclosures are made in compliance with applicable law. Report non-compliant posts to the Compliance Department at Compliance@rodanandfields.com.

11k (vii): Prohibited Postings

Consultants may not make any posting, or link to any posting or other material, that:

- Is sexually explicit, obscene or pornographic;
- Is profane, hateful, threatening, harmful, defamatory, libelous, harassing or discriminatory (whether based on race, ethnicity, creed, religion, gender, sexual orientation, physical disability or otherwise);
- Is solicitous of any unlawful behavior;
- Engages in personal attacks on any individual, group, or entity;
- Is in violation of any intellectual property rights of the Company or any third party; or
- Is not consistent with the standards set forth in these Policies and Procedures.

For ease of reference on how to ensure that a social media profile is in compliance with the Policies and Procedures, see the Social Media Guidelines available in the Library.

11k (viii): Social Media and Online Presence with Independent Website-like Features

Rodan + Fields reserves the sole and exclusive right to classify a Consultant's social media and online presence as the functional equivalent of operating an independent website. In such an instance, the Consultant must adhere to the Company's policies regarding Independent Websites. For example, a blog, a website developed on a blogging platform, and

other social media presence that is developed for the primary purpose of marketing or promoting the R+F Products or the Program, may be classified by the Company as an independent website. For additional information on Independent Websites, refer to Section 11l.

11k (ix): Influencers

Independent Consultants are not permitted to contact social media influencers who have 10,000 or more followers or any media, including media outlets or media members. This includes communication via direct message through social platforms and emails. Additionally, Consultants are not permitted to send products and/or goods to influencers or media. This includes payment for collaboration or sponsorship, content creation, or product promotion, as well as free product or a gift for a potential review.

R+F Corporate works with influencers and media through product gifting to help you reach new audiences. If an Independent Consultant sees an influencer tag @RodanAndFields on a post, it is not permitted to reach out to them in any way for prospecting. This includes sending direct messages or commenting on their social content.

If a Consultant has a relationship with an Influencer (with 10,000 or more followers), and the Consultant would like them to promote R+F products or they reached out to a Consultant offering to promote R+F products, please contact the Corporate Communications Team at CorporatePR@rodanandfields.com to refer this person. The inquiry will be reviewed the same way as media inquiries and if the partnership is right for the brand, Rodan + Fields will work with the suggested influencer and their content will be directed to the Rodan + Fields corporate website, not to a Consultant's PWS.

Social media content created by influencers and media is owned by them. It is illegal to share any content without the rights and permission of the creator.

11k (x): Nano-Influencers

If a Consultant has a relationship with a nano-influencer (less than 10,000 followers), and the Consultant would like the nano-influencer to promote Rodan + Fields products or if the nano-influencer reaches out to the Consultant offering to promote R+F products, there are some guidelines that must be followed:

1. Consultants are not permitted to pay nano-influencers for creating content and the nano-influencer's content may only reference back to the Corporate website, not to a Consultant's Personal Website (PWS).
2. The nano-influencer is legally required to identify the relationship and to disclose whether the Consultant provided free products to them. Nothing else of value should be provided to induce the nano-influencer to provide a favorable review/social media post.
3. If a nano-influencer shares their review of a product you have provided to them on social media, they may not share your Personal Website (PWS) or email and only tag R+F corporate @RodanAndFields and your social media handle.

4. When providing free R+F Products to nano-influencers, Consultants must inform them of the following:

a. "To be compliant with FTC guidelines, if you choose to review this product, please clearly and conspicuously state that you received this product for free from an R+F Independent Consultant. This must appear in the first line of the post if shared on social media or at the top of the communication (e.g. top of the Blog or in the Vlog). This cannot be in the comments section of the Blog, Vlog, or other messaging platform."

5. If the Consultant has a relationship with the individual, the Consultant must convey to them that they must reveal that they are the Consultant's [insert: friend, sister, co-worker, etc., as appropriate]. This is required by law.

Reach out to the Corporate Communications Team at CorporatePR@rodanandfields.com with any questions.

11k (xi): Social Networking and Independent Website Termination

If a Consultant Agreement is terminated for any reason, the Consultant must discontinue using the Rodan + Fields name, all of the R+F Trademarks, trade names, service marks, other intellectual property and all derivatives of such marks and intellectual property, in any postings and on all social media sites that they utilize. If the Consultant posts on any social media site on which they have previously identified themselves as a Rodan + Fields Independent Consultant, they must conspicuously disclose that they are no longer a Rodan + Fields Independent Consultant.

In the event of a voluntary or involuntary termination of a Rodan + Fields Consultant Agreement, a Consultant is required to remove all references to Rodan + Fields from social networking profile(s) from public view within ten (10) days of the date of termination. If the Consultant has a specific Rodan + Fields social networking group presence, they are required to remove their social networking group from public view within ten (10) days of the date of termination. The name of the social networking group may be transferred to another Rodan + Fields Consultant subject to Rodan + Fields approval.

11k (xii): Sweepstakes, Contests and Giveaways

As an independent business owner, a Consultant may choose to run a sweepstakes, contest or promotion. While such sales tools are not illegal, it is important to understand that they are regulated by law, and the regulations differ by state. Raffles, on the other hand, are not a suitable mechanism for providing incentives. Prizes over a certain dollar amount may implicate IRS reporting requirements. We strongly recommend that any Consultant who wishes to run a sweepstakes, contest or promotion in conjunction with their Rodan + Fields business speak with a lawyer and/or consult the IRS website to ensure that it adheres to the relevant local laws and IRS reporting requirements. It is very important to ensure that all sweepstakes, contest or promotion are legally conducted. In all cases, a Consultant must indicate that the sweepstakes, contest or promotion is not sponsored or approved by Rodan + Fields.

11l. Independent Websites:

Upon subscription to PULSE Pro, Rodan + Fields provides Consultants with their own Personal Website (PWS) from which they can market the R+F Products and the Program.

However, if Consultants wish to develop their own independent websites to promote Rodan + Fields, the R+F Products, or the Program, they may do so if they execute an Independent Consultant Website Application and Agreement with the Company. The Independent Consultant Website Application and Agreement is available upon request from SalesSupport@rodanandfields.com. Consultants must strictly comply with the terms of the Independent Consultant Website Application and Agreement, which include a required legal review of the Consultant's independent website by outside counsel retained by Rodan + Fields. It shall be the Consultant's responsibility to pay the attorney's fees and any legal expenses associated with the legal review and opinion relating to their independent website. Upon a Consultant's execution of an Independent Consultant Website Application and Agreement and submission of the required website content (including screenshots of all pages and transcripts of any audio and video portions) to Rodan + Fields, a preliminary estimate of attorney's fees and legal expenses will be provided to the Consultant for their acceptance as authorization to proceed with the legal review. Consultants should understand before undertaking any website development that such legal review may cost between \$5,000 and \$10,000, or more, depending on length and complexity of the site. Any other independent website used to promote Rodan + Fields, the R+F Products, or the Program will be considered a non-compliant website in violation of this policy. Any Consultant who chooses to accept the legal review will be required to provide a \$5,000 deposit toward the payment of any such legal fees. Any unused portion of such deposit shall be returned to Consultant.

11m. Uninvited Solicitation:

A Consultant may not use or transmit unsolicited faxes, mass email distribution, unsolicited bulk email, unsolicited messaging or engage in "spamming" in connection with the advertising, promotion or sale of the R+F Products or the Program, or the operation of their respective Consultantships. The terms "unsolicited faxes" and "unsolicited bulk email" mean the transmission via telephone, facsimile or bulk electronic mail (i.e., similar message emailed to numerous recipients), respectively, of any material or information to any person on an unsolicited basis. The exceptions to this prohibition are faxes and email to: (i) any person who gave the Consultant prior consent to send such fax or email and such permission has not been revoked; or (ii) any person with whom the Consultant has an established business or personal relationship, as defined in Section 6o, and such relationship has not been terminated by such person. Any email sent by or for a Consultant advertising or promoting the R+F Products, the Program or the Consultant's Consultantship must comply with requirements applicable to commercial emailers found in the Controlling the Assault of Non-Solicited Pornography and Marketing Act ("CAN-SPAM") and the related FTC regulations, and any other applicable laws and regulations. Without limitation of the preceding paragraph, any electronic messages sent by email, social networking sites or other means by a Consultant advertising or promoting the R+F Products, the Program or the Consultant's Consultantship must meet all of the following requirements:

- the email must clearly identify the Consultant as the sender of the email and as a Rodan + Fields Independent Consultant;
- there must be a functioning return email address to the sender;
- there must be a notice in the email that advises the recipient that they may reply to the email via the functioning return email address to request that future email solicitations or correspondence not be sent to her or him (a functioning "opt-out" notice);
- the email must include the Consultant's physical mailing address;
- the email must clearly and conspicuously disclose that the message is an advertisement or solicitation;
- the use of deceptive subject lines and/or false header information is prohibited; and
- all "opt-out" requests, whether received electronically or otherwise, must be promptly honored.

It is understood that Consultants may send individual messages via email, text message, or social networking sites to persons they do not know but who are in the wider network of people they do know. Consultants are required to use their best judgment to respect the privacy and other interests of such persons and to follow all of the foregoing rules and abide by the laws regarding the transmission of electronic messages.

Rodan + Fields may periodically send commercial emails on behalf of Consultants and Consultants agree that Rodan + Fields may send such emails and that the Consultants' name and physical and email addresses may be included in such emails as outlined above.

11n. Domain Names and Email Addresses:

Consultants may not use or register any domain name or email address that consists of or contains any R+F Trademark (see list set out in Appendix B), R+F Content, or any mark confusingly similar, except that Consultants may use a domain name that is provided by Rodan + Fields in connection with their respective Personal Website (PWS), as set out in Section 11j. Domain names used in connection with any Personal Website (PWS) must be in good taste and exhibit no vulgarity. Rodan + Fields reserves the right to prohibit the use of domain names deemed inappropriate by Rodan + Fields in its sole discretion.

11o. Newsletters:

Consultant-created newsletters may be used for providing members of a Consultant's Downline with information on meetings, functions and events, for purposes of encouragement, motivation and recognition. Consultants may only send newsletters to those within their Downline Report, which is available via PULSE by Penny. See PULSE By Penny FAQs set out in the Library. A Consultant may use R+F Trademarks or R+F Content that Rodan + Fields provides for such purposes in newsletters that they distribute to their Downlines.

In addition to the foregoing, newsletters must comply with the following:

- the newsletter must clearly identify the Consultant as the publisher of the newsletter, must identify the Consultant as a Rodan + Fields Independent Consultant, and must include the Rodan + Fields Independent Consultant logo;
- the newsletters must include the Income Disclaimer and the Product Disclaimer where appropriate (the Income Disclaimer and the Product Disclaimer are defined in Appendix B); the newsletter must not reference earnings based on recruiting or sponsorship activities;
- the newsletter must not be used to sell, advertise or promote any product, service or program other than the R+F Products or the Program; the newsletter may contain articles and other R+F Content taken from The Insider Scoop or other downloadable R+F Content that Rodan + Fields makes available for such purposes, provided that: (i) the R+F Content is reproduced exactly as it originally appeared in the R+F Marketing Materials without any modification; (ii) Rodan + Fields or the applicable individual author is credited as the author of the R+F Content; and (iii) all copyright, trademark and other proprietary notices are reproduced with the R+F Content as they originally appeared in the Library;
- newsletters must comply with other sections of the Policies and Procedures, including to but not limited to, Section 11d, Section 11k, Section 11l and Section 11m; and
- all "opt-out" requests for newsletters, whether received electronically or otherwise, must be promptly honored. Each Consultant represents and warrants that any material or content that appears in their newsletters (other than material or content provided by Rodan + Fields) does not and will not infringe or misappropriate any patent, copyright, trademark, trade secret, publicity, privacy or other rights of any third person and is not and will not be hateful, discriminatory or vulgar.

11p. Directory Listings and Advertising:

11p (i): Telephone and Online Directories

A Consultant who wishes to appear in a telephone directory, online or otherwise, or other similar directory must list their name alphabetically according to their surname or, if the Consultant is a Business Entity, the trade name, business name or DBA of the Business Entity. If the directory permits, the Consultant's name may be followed by the words "Rodan + Fields Independent Consultant" and the Consultant's address and telephone number. A Consultant is permitted to advertise their Consultantship through telephone directory display ads provided they only use approved R+F Trademarks.

11p (ii): Toll-Free Numbers

A Consultant may use and advertise toll-free telephone numbers in connection with their Consultantship, which must be listed in accordance with the guidelines above. A Consultant may not state or imply that their toll-free number is a Rodan + Fields number or is linked to any Rodan + Fields location. In addition, any use of a toll-free number in connection with

infomercials or any other television programs is prohibited. Consultants may not use or register any toll-free number that consists of or contains any R+F Trademark (see list set out in Appendix B), R+F Content, or any mark confusingly similar.

11p (iii): Answering the Phone

A Consultant may not answer (or have any phone answering service or device answer) the telephone by saying "Rodan + Fields," or in any manner that would lead the caller to believe that they have reached Rodan + Fields or a Rodan + Fields office. A Consultant is permitted to state that they are an Independent Consultant for Rodan + Fields.

11p (iv): Telemarketing Techniques

The Federal Trade Commission and the Federal Communications Commission each have laws that restrict telemarketing practices. Both federal agencies (as well as a number of states) have "do not call" regulations as part of their telemarketing laws. Although Rodan + Fields does not consider Consultants to be "telemarketers" in the traditional sense of the word, these government regulations broadly define the term "telemarketer" and "telemarketing" so that a Consultant's inadvertent action of calling someone whose telephone number is listed on the federal "do not call" registry could cause her or him to violate the law. These regulations must not be taken lightly, as they carry significant penalties.

Therefore, Consultants must not engage in telemarketing in the operation of their Rodan + Fields Consultantships. The term "telemarketing" means the placing of one or more telephone calls to an individual or entity to induce the purchase of the R+F Products or to discuss the Program. "Cold calls" made to prospective Customers or Consultants that promote the R+F Products or the Program constitute telemarketing and are prohibited.

Consultants shall not place or initiate any automated, outbound telephone call to any person that delivers any pre-recorded message (a "robocall") regarding or relating to the R+F Products or the Program. However, a telephone call(s) placed to a prospective Customer or Consultant (a "prospect") is permissible under the following situations:

- The Consultant has an established business relationship (or other relationship) with the prospect such that the prospect would reasonably expect to receive such a call. For example, if the prospect had recently purchased Products from the Consultant prior to the date of the telephone call to induce the prospect's purchase of Products;
- The Consultant receives the prospect's personal inquiry regarding the R+F Products or the Program within the three (3) months immediately preceding the date of such a call;
- The Consultant receives written and signed permission from the prospect authorizing the Consultant to call. The authorization must specify the telephone number(s) that the Consultant is authorized to call; or
- Consultants may call family members, personal friends and acquaintances. An "acquaintance" is someone with whom the individual has had at least a first-hand relationship within the preceding three (3) months. The acquaintance exemption

may not apply, however, if a Consultant makes a habit of “card collecting” with everyone they meet and subsequently calls them, as the FTC may consider this a form of telemarketing.

- Therefore if a Consultant engages in calling acquaintances, they must do so only on an occasional basis.

11q. Personal Videos, Photographs and Recordings:

If any personal photograph, video, audio tape or other recording of Rodan + Fields corporate events, Dr. Katie Rodan, Dr. Kathy Fields or Rodan + Fields employees is posted on the Internet (on any social media site or otherwise), Rodan + Fields reserves the right at its discretion to require such personal video, audio tape or other recording to be immediately removed and not otherwise displayed. Any such personal photograph, video, audio tape or other recording must be of high quality and, in the sole discretion of Rodan + Fields, must not portray Dr. Rodan, Dr. Fields, or Rodan + Fields employees in a negative light or in a way that may embarrass or damage the reputation of Rodan + Fields or the individuals appearing in the photograph, video, audio tape or recording.

Consultants may distribute, reproduce or post on the Internet videos, photographs or recordings that are made available by Rodan + Fields Corporate for use by Consultants. It is the responsibility of Consultants to ensure any of the material they are sharing is compliant and abides by these Policies and Procedures in particular Section 11e.

11r. Reporting Online Policy Violations:

Consultants may participate in social networking as outlined in these policies. To comply with legal requirements and maintain the Company’s brand integrity, any Consultant who suspects a policy violation must report as much information as possible, including detailed descriptions and screenshots, to Compliance@rodanandfields.com.

11s. Affiliate Programs:

Rodan + Fields Consultants are prohibited from participating in Rodan + Fields affiliate programs and/or receiving any commission or cash back from sales resulting through the use of an affiliate link, such as Rakuten, Skimlinks, rewardStyle, Honey, Extrabux, Cartera, etc.

SECTION 12: COMPENSATION

12a. General:

The Compensation Plan is attached as Appendix A to these Policies and Procedures and is incorporated into and made a part of these Policies and Procedures. The Compensation Plan identifies the earning opportunities available to Consultants and sets forth the sales and organizational requirements necessary to earn Commissions and Achievement Rewards. The Compensation Plan is built upon sales of the R+F Products to Customers.

Consultants who meet minimum Sales Volume requirements are eligible to earn Commissions

and Achievement Rewards as described in this Section and in the Compensation Plan. Rodan + Fields reserves the right to change, alter, or adjust the Compensation Plan at any time.

12b. RF Payday Account:

Rodan + Fields uses an independent third-party payment processor (“Payment Processor”) to pay Commissions and Achievement Rewards earned by Consultants through the Rodan + Fields Compensation Plan. The Payment Processor will set up an account for Consultants (an “RF Payday Account” or “wallet”) and will deposit monies owed to Consultants into their RF Payday Accounts. Consultants are responsible for reviewing the Payment Processor’s privacy policy to better understand how the Payment Processor handles Consultant’s personal information and Customer Data. With the exception of certain Achievement Rewards made on an exception basis, all Commissions or Achievement Rewards that Consultants may earn will be paid through the RF Payday program. (Pursuant to Section 12f, a Consultant must earn at least \$20 in Commissions and/or Achievement Rewards before she/he will receive payment to their RF Payday Account.) This payment processing service may be terminated or modified by Rodan + Fields or the Payment Processor at any time upon notice as specified in these Policies and Procedures. Consultants may manage their RF Payday Accounts through PULSE by Penny or may direct inquiries to RF Payday support via phone at 877-604-8455 or via email at Support@payday.myrandf.com. For additional information refer to the Library.

CONSULTANT ASSUMES THE RISK THAT RODAN + FIELDS AND/OR ITS PAYMENT PROCESSOR MAY MAKE ERRORS THAT RESULT IN UNDERPAYMENT OR OVERPAYMENT TO A CONSULTANT, AND CONSULTANT AUTHORIZES RODAN + FIELDS, THROUGH THE PAYMENT PROCESSOR, TO DEBIT OR CREDIT THEIR ACCOUNT AS NECESSARY TO CORRECT ERRORS. CONSULTANT UNDERSTANDS AND AGREES THAT TO THE EXTENT PERMITTED BY LAW NEITHER RODAN + FIELDS NOR THE PAYMENT PROCESSOR, NOR THEIR RESPECTIVE OFFICERS, MEMBERS, DIRECTORS, OWNERS, EMPLOYEES, OR AGENTS SHALL BE HELD RESPONSIBLE FOR ANY DAMAGES THAT RELATE TO OR ARISE FROM AN ERROR THAT RESULTS IN AN UNDERPAYMENT OR OVERPAYMENT TO A CONSULTANT, AND CONSULTANT WAIVES ANY AND ALL CLAIMS WITH RESPECT THERETO.

12c. Commission Period:

A Commission Period under the Compensation Plan is equivalent to a calendar month. Orders received on the last day of a Commission Period via the R+F Website or Consultants’ Personal Website (PWS) by 11:59 p.m. Pacific Time will be included for that Commission Period’s Commission and Achievement Reward period calculation. All orders received after the cut-off date will be included in the Commission and Achievement Reward calculation for the following Commission Period. With respect to a Commission Period, Commission payments will be issued to Consultants no later than the 15th day following the close of that Commission Period, unless otherwise notified by Rodan + Fields.

12d. Return Adjustments - Impact on Qualifications, Commissions and Achievement Rewards:

The qualifications, Commissions and Achievement Rewards attributable to R+F Product(s) are

not considered earned until after the applicable return period has expired. When a Product is returned to Rodan + Fields for a refund or funds are returned to a Consultant or Customer due to a credit card chargeback, the qualifications, Commissions and Achievement Rewards attributable to the returned Product(s), funds, or volumes will be deducted from the Consultant's current and future qualifications, Commissions and Achievement Rewards. These deductions will be made in the month in which the refund was given and will continue every Commission Period thereafter until the Commissions and Achievement Rewards are recovered from the Consultant who received the Commissions and Achievement Reward on the sale of the returned Product or disputed charge. In the event any Consultant's Consultant Agreement is voluntarily or involuntarily terminated and the amounts of the Commissions and Achievement Rewards attributable to the returned Product(s) or returned funds have not yet been fully recovered by Rodan + Fields, the remainder of the outstanding balance may be set off against any earnings amounts owed to the terminated Consultant. **Rodan + Fields reserves the right to review and terminate any account for consistently excessive or improper return activity associated with non-defective merchandise.** For additional information on adjustments for returned Products refer to Appendix A, Section 11.

12e. Payment for Month of Advancement:

An Executive Consultant or above is paid at the level of the highest Title for which they satisfy the qualification requirements during the current Commission Period. If they do not satisfy the qualification requirements for that Recognition Title during the current Commission Period, they will be paid at the level of the highest Paid-As Title for which they qualify.

12f. Accrual of Commission or Achievement Reward Payments:

A Consultant must earn at least \$20 in Commissions and/or Achievement Rewards before they will receive payment to their RF Payday Account. If the \$20 threshold is not met, a Consultant will not receive payment to their RF Payday Account, including upon the Consultant's termination. Commissions and/or Achievement Rewards earned that do not meet this \$20 threshold will be accrued and paid in a later Commission Period when the Consultant's combined earnings are \$20 or more.

12g. Closure of Inactive RF Payday Accounts and Unclaimed Commissions, Achievement Rewards and Credits:

After three consecutive months of having a positive balance in your RF Payday account without activity (example: No new loads via the Commission plan, no transfers, etc.), there will be a monthly \$7.00 maintenance fee applied for each month a balance remains, up to thirty (36) months. Rodan + Fields will attempt to notify the Consultant of the fees being imposed by sending notice to their last known email address. Fees imposed on inactive accounts will be deducted from the current balance until the sooner of (a) the balance on the account equals \$0.00, or (b) the balance is determined abandoned under applicable unclaimed property law and the funds will be allocated to the state in which you reside. The positive balance in a Consultant's RF Payday account will be withdrawn and the unclaimed Commissions, Achievement Rewards and credits in the account will be paid to the relevant

authority responsible for administering unclaimed monies in the relevant jurisdiction if the monies remain unclaimed for the statutory period under applicable state law. CONSULTANTS WAIVE ALL CLAIMS AGAINST RODAN + FIELDS, THE PAYMENT PROCESSOR AND THEIR OFFICERS, DIRECTORS, MEMBERS, OWNERS, EMPLOYEES, AND AGENTS RELATING TO THE CLOSURE OF A CONSULTANT'S ACCOUNT OR WITHDRAWAL OF FUNDS, EVEN IF THE LIKELIHOOD OF SUCH DAMAGES OR LOSSES ARE MADE KNOWN TO RODAN + FIELDS AND/OR THE PAYMENT PROCESSOR PRIOR TO THE TIME OF THE CANCELLATION OR WITHDRAWAL.

12h. Temporary Hold of Volume Requirements for Title Advancement:

Rodan + Fields understands that from time to time special, extenuating and/or uncontrollable circumstances may arise that require a Consultant to take time away from their Consultant Account. If that becomes the case, the Consultant may contact Rodan + Fields to request a temporary hold of their monthly volume requirements and discuss the special circumstances with Rodan + Fields. Rodan + Fields will review the request on a case-by-case basis and may temporarily suspend volume requirements, subject to the terms set forth below, for a period of time that Rodan + Fields shall determine in its sole discretion (the "Volume Hold Period"). Rodan + Fields may require documentation to support a request for a temporary hold of volume requirements. Without proper documentation, all approved Volume Holds will be on a month-to-month basis.

During the Volume Hold Period, the Consultant will receive Commissions on their Downline without having to meet the monthly minimum Sales Volume requirement of the Compensation Plan. For Executive Consultants, this means that the requirements to achieve monthly minimum of 100 in Sales Volume (SV) and a minimum of 800 in Group Volume (GV) are placed on hold. All other qualifications for programs must be maintained. No Title advancements may occur during the Volume Hold Period; however, when the Volume Hold Period terminates, any new ECs that advanced during the Volume Hold Period will remain in their Personal Team and the Consultant will advance at that time. Should the Consultant elect to terminate their Volume Hold Period early, they would advance at the close of the Commission Period for the month ending the Volume Hold Period, provided that the Consultant has met the monthly minimum Sales Volume and any other requirements.

A request for a Volume Hold Period must be made prior to, during the month of, or one (1) month immediately following the month for which the Volume Hold is being requested. For example, if an Independent Consultant wants to request a Volume Hold Period for the month of November, they must request it prior to November, during the month of November, or by the end of December. Any requests that come in past this deadline will be declined. If a Consultant is requesting multiple months (e.g. November and December, Rodan + Fields will use the later month as the determining month).

SECTION 13: RELATIONSHIP TO PROACTIV[®] SOLUTION

Rodan + Fields does not distribute Proactiv[®]-branded products and has no affiliation or involvement with the distributor of the Proactiv-branded products. Consultants should not use

or display the Proactiv brand or trademark, or mention or reference any Proactiv-branded products, in connection with the sale, advertising or promotion of any R+F Products. Consultants should not compare the R+F Products to Proactiv-branded products, including with respect to any feature or benefit, or otherwise comment on Proactiv-branded products. Consultants should not suggest in any manner that the R+F Products are endorsed by any past or future spokesperson for the Proactiv-branded products, including celebrities who have endorsed the Proactiv-branded products. Consultants are responsible for any representations or misrepresentations they make with respect to Proactiv products or the distributor of such products.

Without limiting the general restrictions described above, Consultants shall not:

- direct any sales activity toward or solicit any person engaged in the sale of Proactiv, including but not limited to posts on any Facebook page devoted to Proactiv products and solicitations of individuals selling Proactiv in shopping mall kiosks;
- compare any R+F Product with Proactiv-branded products in any way (for example, do not say that an R+F Product is more effective, better suited, better priced, produces better results, etc. than Proactiv-branded products) on any platform including social media; state or suggest that Rodan + Fields is “backed” by the Proactiv brand;
- use or display the Proactiv brand or trademark when selling any R+F Products; refer to any of the celebrities who endorse Proactiv-branded products when selling any R+F Products;
- use the Proactiv brand or trademark to mislead or redirect Internet users to a site selling R+F Products (for example, do not use the word “Proactiv” in domain names, meta tags, purchased keywords or banner ads); and
- post, re-post or share on any platform, including social media and other Internet sites, any communications regarding Proactiv that violate the rules outlined in this Section 13.

The only permitted use of the word Proactiv is to say that Dr. Katie Rodan and Dr. Kathy Fields are the creators of Proactiv, which may be stated when describing the background or history of Rodan + Fields, but not in any other context such as communication the primary purpose of which is to sell any product or service of Rodan + Fields. Consultants must remove all existing use, display, or social media post that are not compliant with the restrictions provided in this Section. Failure to do so or other violations of this policy can result in a notice of non-compliance and/or, where appropriate in the Company’s sole discretion, termination of the Consultant Agreement.

SECTION 14: TRANSFER OF CONSULTANT AGREEMENT

14a. Sale, Assignment or Transfer of a Consultant Agreement:

A Consultant may not sell, assign or otherwise transfer their Consultant Agreement without the prior written approval of Rodan + Fields. Please note Rodan + Fields will not approve a request for the sale, assignment or transfer of a Consultant Agreement if the intention,

whether express or implied, is to achieve Line Switching, or if Rodan + Fields believes the sale, assignment or transfer is designed to circumvent any other Policy or Procedure or is being used as a "shelter account" to continue to collect earnings while placing the business in another individual's name. If Rodan + Fields believes that the goal of the sale, assignment or transfer is designed to circumvent any other policy it will conduct an investigation and may refuse the request in its sole discretion. Specific rules on Sale and Transfer of a Consultant Agreement are as follows:

14a (i): Seller/Transferor Requirements

A Consultant who wants to sell, assign or transfer their Consultant Agreement must meet the following criteria:

- have been an Active Consultant for at least twelve (12) months immediately prior to the sale, assignment or transfer request;
- be in good standing and in compliance with the Policies and Procedures;
- have annualized earnings of at least \$25,000 in the twelve (12) months immediately prior to the sale, assignment or transfer request;
- wait six (6) months before re-enrolling under a different Sponsor.

14a (ii): Buyer/Transferee Requirements:

A Consultant who wants to buy or take over another business must meet the following criteria:

- have been an Active Consultant for at least twelve (12) months immediately prior to the sale, assignment or transfer request;
- be in good standing and in compliance with the Policies and Procedures;
- have annualized earnings of at least \$15,000 in the twelve (12) months immediately prior to the sale, assignment or transfer request, or 50% of the seller's annualized earnings in the twelve (12) months immediately prior to the sale, assignment or transfer request; whichever is greater.

Example: Buyer wants to purchase Seller's Business and Seller has annualized earnings of \$100,000. Buyer must have annualized earnings of at least \$50,000 in order to qualify, not \$15,000.

If the above-referenced criteria have been met, a Consultant wishing to sell, assign or transfer their Consultant Agreement ("Seller") must first provide Compliance with evidence that the immediate Upline Consultant was informed in writing of the impending sale, assignment or transfer at least seven (7) calendar days prior to Rodan + Fields drafting and sending the formal Sale and Transfer Agreement. If the Seller chooses to sell, assign or otherwise transfer their Consultant Agreement to their immediate Upline Consultant and the two parties finalize a mutually acceptable sale / transfer arrangement, the Seller's Downline will compress (Roll Up) into the immediate Upline Consultant's existing Downline. If the Seller chooses not to sell their Consultant Agreement to their immediate Upline Consultant, the Seller may offer to sell/transfer the Consultant Agreement to another party that meets the

eligibility requirements. If the Consultant Agreement is sold or transferred to an existing Rodan + Fields Consultant, who is not the Seller's immediate Upline Consultant, the buying Consultant must terminate their Consultant Agreement, leave behind their existing Downline and assume the Seller's position; the two organizations will not merge. The buying Consultant's existing Downline will then compress (Roll Up) to their former Sponsor.

If Rodan + Fields believes that the goal of the sale, assignment or other transfer is designed to circumvent any other policy it will conduct an investigation and may refuse the request at its discretion. If a transfer request is approved, the Seller must work with the buying Consultant and RF Payday to convert the RF Payday Accounts accordingly. For additional information regarding RF Payday refer to Section 12b.

14b. Divorce/Separation:

To prevent household buying that constitutes illegal inventory loading, spouses and common law married couples must operate under a single Consultant Agreement, whether as individual proprietors or through a Business Entity. Upon a divorce or separation, spouses or common law married couples must do one of the following:

1. One of the Consultants agrees in writing to: (i) terminate the Consultant Agreement as it applies to them; (ii) relinquish their interest in the Consultant Agreement; and (iii) authorize Rodan + Fields to pay all Commissions and Achievement Rewards to, and otherwise deal directly and solely with, the non-relinquishing spouse/partner (in which case the terminating Consultant may re-enroll as a Consultant under a new Sponsor without completing the six (6) month period pursuant to Section 7d); or
2. Notwithstanding the divorce or separation, the spouses or common law married couple agree to continue to operate the Consultantship jointly on a "business-as-usual" basis, in which case Rodan + Fields will continue to pay all Commissions and Achievement Rewards and otherwise deal with the spouses and common law married couple in the same manner as it did prior to the divorce or separation.

Under no circumstances will the Downline of divorcing or separating spouses or common law married couples be divided. Similarly, under no circumstances will Rodan + Fields split Commission or Achievement Reward payments between divorcing or separating spouses or common law married couples.

14c. Marriage of Consultants:

Should an unmarried Consultant get married to a person who is not currently a Consultant, they have the option of adding their new spouse to their Rodan + Fields Consultant Agreement. In the case of a Business Entity Consultant, the new spouse may become a Beneficial Owner of the Consultant Agreement. To add a spouse to an existing Consultant Agreement, the spouse must complete and submit a Spouse/Partner Add Form, which includes a new Consultant Application and can be found in the Library. In the case of a Business Entity Consultant Agreement, the Consultant must report that the new spouse has become a Beneficial Owner of the Consultant Agreement, who must also meet all applicable

eligibility requirements.

To prevent household buying of R+F Products that constitutes illegal inventory loading, should an unmarried Consultant marry another person who is currently a Consultant, the new couple must work together under a single Consultant Agreement. If one of the Consultants in the marriage chooses to join the Consultant Agreement of their new spouse, such Consultant must terminate their existing Consultant Agreement. The Consultant has the option of simply abandoning the Consultant Agreement or selling the Consultant Agreement pursuant to Section 14a. These are the options available to marrying Consultants who are in the same Downline, but have different Sponsors, and to marrying Consultants who have the same Sponsor, but occupy different Legs in the Sponsor's Downline.

Marrying Consultants may merge their two Consultant Agreements into one Consultant Agreement only if one of the Consultants Personally Sponsored the other Consultant.

14d. Business Entity Change of Beneficial Ownership:

In the event that a Business Entity that is a Consultant undergoes a Change of Beneficial Ownership, arrangements must be made to ensure that the Consultantship, other Consultants in the applicable Upline and Rodan + Fields are not adversely affected.

A "Change of Beneficial Ownership" means, with respect to any Consultant Agreement that is operated as a Business Entity, the sale, transfer or acquisition of any ownership interest in the Business Entity by any person or entity or group of persons or entities who are not listed on the original Business Entity Registration Form or any subsequent amendment to the Business Entity Registration Form, that is on file with the Company. If Rodan + Fields determines in its sole discretion that such a Change of Beneficial Ownership will adversely affect the Consultant Agreement, other Consultants, or Rodan + Fields, Rodan + Fields may terminate the Business Entity's Consultant Agreement.

Upon any Change of Beneficial Ownership, the Business Entity and each Beneficial Owner must continue to meet each of the requirements set forth in Section 5j. If a Business Entity that is a Consultant is not the surviving Business Entity upon any Change of Beneficial Owner, the new Business Entity must submit a new Consultant Application and Business Entity Registration Form to become a Consultant.

14e. Death and Incapacity:

14e (i): Death

Upon the death of a Consultant, the Consultant's interest in their Consultant Agreement may be transferred only by will, trust or other testamentary instrument to the Consultant's heir, trustee or other beneficiary (each of such persons referred to herein as a "Transferee"), subject to the conditions and requirements of this Section and applicable law.

In addition, a Transferee shall have the right to assume the deceased Consultant's rights and obligations under the applicable Consultant Agreement, including the right to collect Commissions and Achievement Rewards generated by such Consultant's Downline, subject to

the conditions and requirements of this Section and applicable law.

However, a Transferee may not assume a Consultant's rights and obligations under an applicable Consultant Agreement if Rodan + Fields determines, in its sole discretion, that the Consultant Agreement, other Consultants in the applicable Upline, or Rodan + Fields will be adversely affected by reason of such assumption.

Appropriate legal documentation must be submitted to Rodan + Fields in connection with any transfer under this Section. Please note that should a Consultant die without a will or other testamentary instrument designating the transferee of the Consultant's interest in their Consultant Agreement, the Consultant Agreement will be automatically terminated and heirs of the deceased Consultant will not have any rights under that Consultant's Consultant Agreement. Accordingly, each Consultant should seek the assistance of their attorney to assist in the preparation of a will, trust or other testamentary instrument that will properly transfer the Consultant's interest in their Consultant Agreement.

To effect a testamentary transfer of a Consultant's interest in their Consultant Agreement upon the death of such Consultant, the Transferee must provide the following to Rodan + Fields:

- a court order appointing the executor or trustee of the estate or letters testamentary letters or other instruments appointing the executor or trustee of the estate; and
- written instructions from the executor or trustee of the estate specifically directing on the disposition of the Consultant's applicable interest in the Consultant Agreement. A general bequeath of all of the Consultant's property to the transferee is not sufficient to satisfy this requirement.

Pending receipt of such documentation, the Consultant's heirs may request that the applicable Consultant Agreement be placed on a Volume Hold Period. Please consult Section 12h to learn more about Volume Hold requests.

In addition, when a Transferee assumes a Consultant's rights and obligations under an applicable Consultant Agreement with Rodan + Fields's approval, the Transferee will, in addition to acquiring the right to collect Commissions and Achievement Rewards generated by the deceased Consultant's Downline, otherwise assume all the rights and obligations of the deceased Consultant under the Consultant Agreement, provided the following requirements are met. The Transferee must:

- submit a new Consultant Application or Business Entity Registration Form, as applicable, and otherwise meet all the eligibility requirements to become a Consultant;
- comply with the terms and provisions of the Consultant Agreement; and
- meet all the qualifications for the deceased Consultant's level and title.

In the case of a Transferee that is a trust, these requirements may be satisfied by the trustee

on behalf of the beneficiaries who would not otherwise meet the eligibility and qualification requirements to become a Consultant. In the event that the Consultant wishes to appoint a trustee on behalf of their minor child(ren), the trust may stay in effect only until the oldest child becomes 18 and is otherwise eligible to assume the Consultant Agreement.

A Consultant Agreement is reliant on the leadership ability of the individual Consultant; therefore if a Consultant's interest in a Consultant Agreement is bequeathed to joint devisees who desire to assume the Consultant's rights and obligations under such Consulting Agreement, they must form a Business Entity, identifying the person responsible for the entity's operation and submit a properly completed and signed Business Entity Registration Form and otherwise comply with all of the requirements for a Business Entity that is a Consultant Agreement, as set forth in these Policies and Procedures. Rodan + Fields will issue all Commission and Achievement Reward payments and one IRS Form 1099 to the new Business Entity.

14e (ii): Incapacity

Upon the incapacity of a Consultant, the Consultant's agent, attorney-in-fact, or legal representative (each of such persons referred to herein as an "Agent") may act on behalf of such Consultant under an applicable Consultant Agreement, subject to the conditions and requirements of this Section and applicable law. However, an Agent may not act on behalf of a Consultant under the applicable Consultant Agreement if Rodan + Fields determines, in its sole discretion, that the Consultant Agreement, other Consultants in the applicable Upline, or Rodan + Fields will be adversely affected by reason of such action; provided, however, that Rodan + Fields's exercise of such discretion shall be subject to any limitations under applicable law. Alternatively, an Agent may request that the applicable Consultant Agreement be placed on a Volume Hold Period. Please consult Section 12h to learn more about Volume Hold Period requests.

Appropriate legal documentation must be submitted to Rodan + Fields in connection with any action by an Agent under this Section. Accordingly, each Consultant should consult their attorney to assist in the preparation of a power of attorney or other legal instrument that will authorize an Agent to act on behalf of such Consultant under their Consultant Agreement.

In order for an Agent to act on behalf of an incapacitated Consultant, the Agent must provide the following to Rodan + Fields:

- the power of attorney or other legal instrument authorizing the Agent to act on behalf of the Consultant under their Consultant Agreement, in a form acceptable to Rodan + Fields; and
- such other documents as Rodan + Fields may require in its sole discretion, including, without limitation, an affidavit from the Agent stating that the power of attorney or other legal instrument remains effective at the time it is presented to Rodan + Fields and/or an indemnification agreement from the Agent.

14f. All Other Transfers by Consultants Prohibited:

Except as expressly permitted by this Section 14 with Rodan + Fields' prior written approval, Consultants shall not assign, sell, transfer, delegate or otherwise dispose of, whether voluntarily or involuntarily, by operation of law or otherwise, the Consultant Agreement, or any rights or obligations under the Consultant Agreement. Any purported assignment of the Consultant Agreement, including for the sale, transfer, delegation or other disposition of the Consultant Agreement, except as permitted herein, will be null and void.

SECTION 15: TERMINATION AND SUSPENSION

15a. Voluntary Termination:

A Consultant has the right to terminate the Consultant Agreement (and thereby end the Consultant Agreement) at any time regardless of the reason. Consultants who voluntarily terminate must begin the termination process by completing and submitting a Termination Notice Form, as found in the Library, or by submitting a properly completed and signed Termination Notice Form to the Sales Support Department at SalesSupport@rodanandfields.com that will be effective when received and processed by Rodan + Fields. (Please allow seven to ten (7-10) Business Days for processing once the termination request has been received.) A Consultant may also voluntarily terminate the Consultant Agreement by electing not to renew as described in Section 5l, or by selling, assigning, or otherwise transferring the Consultant Agreement, as described in Section 14. In addition, failure to renew the Consultant Agreement is considered voluntary termination, as described in Section 5l.

The return of a Business Starter Pack within one (1) year after activation will be considered a voluntary termination of the Consultant Agreement by the Consultant as described in Section 5a.

A Consultant who terminates their Consultant Agreement on a voluntary basis shall have the right to seek to re-enroll in the Rodan + Fields Program pursuant to the provisions of Section 15d of these Policies and Procedures.

15b. Involuntary Termination:

In addition to the imposition of any remedial action described in Section 16, Rodan + Fields reserves the right to terminate the Consultant Agreement of any Consultant who, in the reasonable judgment of Rodan + Fields, fails to provide required information including, but not limited to, Social Security Number or Federal Tax Identification Number, or has violated the terms of the Consultant Agreement, or for acts or omissions which Rodan + Fields reasonably deems to be harmful to the interests of other Consultants, Customers or Rodan + Fields. Comments or social media posts that state, hint at, or allude to the fact that a Consultant is no longer an R+F Independent Consultant will be considered a public announcement of the termination of their Consultant Agreement with R+F. Consultants should recognize that the previously stated action may, without limitation, result in a notice of non-compliance and/or where appropriate, termination of the Consultant Agreement.

Involuntary termination shall be effective upon Rodan + Fields' notice to Consultant.

A Consultant who has their Consultant Agreement terminated on an involuntary basis may seek to re-enroll in the Rodan + Fields Program by submitting a formal written request after the one (1) year anniversary of the termination date. Rodan + Fields, however, reserves the right to reject any such request in its sole discretion, to the extent permitted by applicable law. If Rodan + Fields accepts the re-enrollment request, the Consultant must complete a new Consultant Agreement and purchase a new Business Starter Pack. A re-enrolled Consultant will have no access or rights to any Downline organization that may have existed under their prior Consultant Agreement.

15c. Effect of Termination:

Upon any expiration or termination of a Consultant Agreement, the former Consultant shall have no right, title, claim or interest to the Consultant Agreement or Downline that they operated, or to the opportunity to receive any Commissions or Achievement Rewards from future sales generated by the Consultant Agreement or Downline. A Consultant whose Consultant Agreement is terminated will lose all rights to participate in or benefit from the Program. This includes the right to sell the R+F Products, act as a Sponsor, use any R+F Trademarks or other R+F Content for any purpose, and the right to receive future Commissions and Achievement Rewards or other income resulting from sales and other activities of the Consultant's former Downline. In the event of termination, all licenses granted to the Consultant hereunder, if any, shall automatically terminate, and the terminated Consultant agrees to waive all rights, if any, they may have, including but not limited to, property rights, if any, to their former Downline and any Commissions and Achievement Rewards or other amounts derived from the future sales and other activities of such Downline.

Former Consultants shall not hold themselves out as Consultants and shall not have the right to sell the R+F Products, sponsor other Consultants or otherwise participate in the Program. Consultants whose Consultant Agreements are terminated shall receive Commissions and Achievement Rewards for the last full Commission Period in which they were active and qualified prior to termination (less any amounts withheld during any suspension preceding an involuntary termination, any outstanding balance that may exist on the Consultants' accounts, or any other amounts that may be owed to Rodan + Fields). Achievement Rewards are only eligible to those Consultants who hold an active Consultant Agreement. For information regarding inactive RF Payday Accounts and unclaimed Commissions, Achievement Rewards and credits, refer to Section 12g. Rodan + Fields will not be liable to any Consultant for damages of any kind solely as a result of terminating a Consultant Agreement in accordance with the terms set forth herein, and termination of the Consultant Agreement will be without prejudice to any other right or remedy of Rodan + Fields under the Consultant Agreement or applicable law.

Upon any expiration or termination of the Consultant Agreement, the following sections of these Policies and Procedures shall survive and continue: Sections 2, 3b, 5j (with respect to Beneficial Owners' obligations related to their respective Business Entities), 6g (with respect

to the confidentiality of Performance Reports (Downline Activity)), 6j, 6k, 6m, 6n (with respect to each of 6m and 6n, any Confidential Information or Customer Data retained by Consultants after termination), 6p, 6q, 6r, 11a, 11d, 11h, 12c, 13, 14f, 15c, 16, 17 and 18i.

15d. Re-Enrollment:

A Consultant who has voluntarily terminated the Consultant Agreement, either through non-renewal or by selling, assigning, or otherwise transferring the Consultant Agreement in accordance with Section 14, may re-enroll as a Consultant by purchasing a Business Starter Pack, and the Consultant will be provided a new Identification Number. Re-enrollment timelines: (i) If a Consultant wishes to re-enroll within six (6) months of the deactivation date they must remain under their same sponsor; or (ii) If a Consultant wishes to re-enroll more than six (6) months after the deactivation date, they may enroll under any Rodan + Fields Consultant. Please contact the Sales Support Department at SalesSupport@rodanandfields.com for instructions on how to re-enroll. Please note: the Consultant's Downline organization will remain with the Upline Consultant, which is where it was placed when the Consultant voluntarily terminated.

15e. Cessation of Business:

Rodan + Fields expressly reserves the right to terminate all Consultant Agreements upon thirty (30) days written notice (or upon such shorter notice as required by unforeseen circumstances) in the event it elects to: (i) cease business operations; (ii) dissolve as a business entity; or (iii) terminate distribution of its products via direct selling.

SECTION 16: REMEDIAL ACTIONS, GRIEVANCES, AND COMPLAINTS

16a. Remedial Actions:

A violation of the Consultant Agreement, or any act or omission that Rodan + Fields determines in its sole discretion may damage its reputation or goodwill, by a Consultant, or their employees, independent contractors or agents, may be considered a breach of the Consultant Agreement. Rodan + Fields will provide a notice of breach and a reasonable opportunity to cure the same, except that in instances where Rodan + Fields reasonably determines in its sole discretion that such breach is egregious and/or is not capable of being cured within a reasonable cure period, and/or is part of a repeated pattern of breaches, Rodan + Fields reserves the right to immediately terminate the Consultant Agreement upon notice. Measures Rodan + Fields may take could include one or more of the following:

- a notice email or telephone call;
- issuance of a written warning letter to the offending Consultant;
- requiring the offending Consultant to take immediate corrective measures;
- the withholding of all or part of the offending Consultant's Commissions; or Achievement Rewards or eligibility for Achievement Rewards during the period that Rodan + Fields is investigating any conduct allegedly in breach of the Consultant Agreement or as a result of Rodan + Fields' determination that such withholding is

required in light of the circumstances. If the Consultant Agreement is ultimately terminated, the Consultant will not be entitled to recover any Commissions or Achievement Rewards withheld during the investigation period;

- suspension of the offender's Consultant Agreement, including suspension of payment of Commissions or entitlement to Achievement Rewards for one or more Commission Periods;
- involuntary termination of the offender's Consultant Agreement;
- any other measure permitted by applicable law, whether expressly allowed within any provisions of the Consultant Agreement or which Rodan + Fields deems practicable to implement and appropriate to equitably resolve injuries caused partially or exclusively by the offending Consultant's policy violation or contractual breach; and
- in situations deemed appropriate by Rodan + Fields, the Company may institute legal proceedings for monetary and/or equitable relief.

16b. Grievances and Complaints:

When a Consultant has a grievance or complaint with another Consultant regarding any practices or conduct in relationship to their Consultant Agreement, the complaining Consultant should first report the problem to their Sponsor. If the matter cannot be resolved, it may be reported in writing to the Compliance Department by filling out a Grievance Report Form available in the Library. If a Consultant has a complaint of harassment or other inappropriate conduct on the part of an employee or representative of Rodan + Fields, the Consultant may file a report with the Compliance Department without first reporting the issue to their Sponsor. The Compliance Department will review the facts and may attempt to assist the Consultant to resolve the issue.

If the issue is such that a Consultant feels threatened with serious bodily harm or believes they are the victim of financial fraud or other criminal activity, then the Consultant should contact law enforcement authorities and file a police report.

SECTION 17: WARRANTIES; LIMITATION OF LIABILITY; INDEMNIFICATION

17a. Warranty; Disclaimer:

Rodan + Fields warrants to Consultants that the R+F Products as and when delivered by Rodan + Fields shall be free from material defects. Rodan + Fields' sole obligation to Consultants, and Consultants' sole and exclusive remedy, for breach of this warranty shall be to return any defective R+F Product and receive a replacement or refund as described in Section 10. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, RODAN + FIELDS HEREBY DISCLAIMS ALL OTHER WARRANTIES WITH RESPECT TO THE R+F PRODUCTS, THE PROGRAM, R+F MARKETING MATERIALS, R+F BUSINESS SUPPLIES, AND ANY OTHER SUBJECT MATTER OF THE CONSULTANT AGREEMENT, WHETHER EXPRESS, IMPLIED OR STATUTORY, INCLUDING ANY WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, TITLE, NONINFRINGEMENT, ACCURACY OR COMPLETENESS OF

CONTENT, RESULTS, LACK OF NEGLIGENCE OR LACK OF WORKMANLIKE EFFORT, AND CORRESPONDENCE TO DESCRIPTION.

17b. Limitation of Liability:

NOTWITHSTANDING ANYTHING HEREIN TO THE CONTRARY OR ANY FAILURE OF ESSENTIAL PURPOSE, IN NO EVENT SHALL A CONSULTANT OR RODAN + FIELDS (INCLUDING ANY OF ITS RELATED PARTIES (AS DEFINED IN SECTION 18i)) BE LIABLE TO THE OTHER PARTY FOR ANY SPECIAL, INCIDENTAL, INDIRECT, PUNITIVE OR EXEMPLARY, OR CONSEQUENTIAL DAMAGES OF ANY KIND OR NATURE, HOWEVER CAUSED, ARISING OUT OF OR RELATED TO THE CONSULTANT AGREEMENT OR THE SUBJECT MATTER HEREOF (INCLUDING BUT NOT LIMITED TO THE R+F PRODUCTS, THE PROGRAM, R+F MARKETING MATERIALS OR R+F BUSINESS SUPPLIES), WHETHER SUCH LIABILITY IS ASSERTED ON THE BASIS OF CONTRACT, TORT OR OTHER THEORY OF LIABILITY (INCLUDING BUT NOT LIMITED TO NEGLIGENCE OR STRICT LIABILITY), OR OTHERWISE, EVEN IF THE CONSULTANT OR RODAN + FIELDS (OR ANY OF ITS RELATED PARTIES) HAVE BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. IN JURISDICTIONS THAT DO NOT GIVE EFFECT TO LIMITED LIABILITY OR EXCULPATORY CLAUSES, THIS PROVISION IS NOT APPLICABLE. IN JURISDICTIONS THAT ALLOW FOR EXCULPATORY OR LIMITED LIABILITY CLAUSES IN A LIMITED MANNER, THIS PROVISION IS APPLICABLE TO THE FULLEST EXTENT ALLOWED BY THE LAW OF SUCH JURISDICTION.

17c. Indemnification:

Each Consultant agrees to indemnify, defend and hold harmless Rodan + Fields (together with its Related Parties as defined in Section 18i), its agents, other Consultants, stockholders, members, employees, directors, officers and attorneys (collectively "Indemnified Parties") from and against any and all losses or liabilities (including attorneys' fees) they may suffer or incur as a result of such Consultant's actions or inactions, or breach or alleged breach of the Consultant Agreement, including, without limitation, any terms or conditions of these Policies and Procedures.

SECTION 18: MISCELLANEOUS; DISPUTE RESOLUTION

18a. Severability:

If any provision of the Consultant Agreement is determined to be invalid or unenforceable, in whole or in part, such provision shall be reformed only to the extent necessary to make it enforceable, and the remaining part of such provision and all other provisions of the Consultant Agreement will continue in full force and effect to the maximum extent possible so as to effect the intent of the parties, or if incapable of such reform, only such limited portion of the provision that is held to be void or unenforceable shall be deleted from the Consultant Agreement, and the remainder of the Consultant Agreement and such provisions as applied to other persons, places and circumstances will remain in full force and effect.

18b. Waivers:

The waiver by either party of a breach of or a default under any provision of the Consultant Agreement will not be effective unless in writing and will not be construed as a waiver of any subsequent breach of or default under the same or any other provision of the Consultant Agreement, nor will any delay or omission on the part of either party to exercise or avail itself of any right or remedy that it has or may have hereunder operate as a waiver of any right or remedy.

18c. Governing Law:

The Consultant Agreement, which includes the Policies and Procedures, is to be construed in accordance with and governed by the laws of Delaware, without regard to its choice of law principles, and the Federal Arbitration Act shall govern the Consultant Agreement's Dispute Resolution Agreement, which is found in Section 18i of the Policies and Procedures, without giving effect to any state law to the contrary.

This Consultant Agreement is intended to govern the terms and conditions that apply to Rodan + Fields Consultants for whom the United States (including the District of Columbia, Puerto Rico or Guam) is their Home Country, regardless of any individual's residence. To the extent that any provision of this Consultant Agreement is not enforceable under applicable law, including Section 16600 of the California Business and Professions Code, which prohibits contracts that restrain persons from engaging in a lawful profession, trade or business of any kind, the parties agree to renegotiate such provision in good faith. In the event the parties cannot reach mutually agreeable and enforceable replacement for such provision, then: a) such provision shall be stricken from this Agreement; b) the balance of this Agreement shall be interpreted as if such provision were excluded; and c) the balance of this Agreement shall be enforceable in accord with its terms.

18d. Right to Use Third Parties:

Notwithstanding anything to the contrary in the Consultant Agreement, Rodan + Fields may use Consultants or other contractors in connection with the performance of its obligations and the exercise of its rights under the Consultant Agreement.

18e. Force Majeure:

Rodan + Fields will not be liable to any Consultant for failure or delay in performing its obligations hereunder if such failure or delay is due to circumstances beyond its reasonable control, including acts of any governmental body, war, insurrection, sabotage, embargo, fire, flood, strike or other labor disturbance, interruption of or delay in transportation, unavailability of or interruption or delay in telecommunications or third-party services, or inability to obtain raw materials, supplies, equipment or power needed to perform hereunder.

18f. Interpretation:

For purposes of interpreting the Consultant Agreement: (i) headings are for reference

purposes only and will not be deemed a part of the Consultant Agreement; (ii) unless the context otherwise requires, the singular includes the plural and the plural includes the singular; (iii) unless otherwise specifically stated, the words "herein," "hereof," and "hereunder," and other words of similar import refer to the Consultant Agreement as a whole and not to any particular section or paragraph; and (iv) the words "include" and "including" shall not be construed as terms of limitation and shall therefore mean "including but not limited to" and "including without limitation."

18g. Entire Agreement:

The Consultant Agreement, along with all documents incorporated by reference, in their current form and as amended by the Company in its sole discretion, constitute the entire agreement of the parties hereto with respect to its subject matter. The Consultant Agreement supersedes all previous, contemporaneous, inconsistent agreements, negotiations, representations and promises between the parties, written or oral, regarding the subject matter hereunder. There are no oral or written collateral representations, agreements or understandings except as provided herein.

18h. Notices:

Except as otherwise expressly set forth in the Consultant Agreement, all notices required or permitted by the Consultant Agreement shall be in writing and sent to the party to be notified. Notices to Rodan + Fields shall be sent to Rodan & Fields, LLC, 3001 Bishop Dr #450, San Ramon, CA 94583, Attention: Legal, or by email to Legal@rodanandfields.com. Notices to a Consultant shall be sent via email to the email address on the applicable Consultant Application or updated Consultant Account Profile or by personal delivery, nationally recognized overnight courier (with all fees pre-paid), facsimile, or certified or registered mail.

18i. Dispute Resolution:

THIS PROVISION CONTAINS AN AGREEMENT THAT AFFECTS HOW CLAIMS A CONSULTANT MAY HAVE AGAINST RODAN + FIELDS, OR CLAIMS RODAN + FIELDS MAY HAVE AGAINST A CONSULTANT, WILL BE RESOLVED. THE PARTIES UNDERSTAND AND AGREE THAT THE DISPUTE RESOLUTION AGREEMENT IN SECTION 18i OPERATES AS A SEPARATE AND DISTINCT AGREEMENT THAT IS SEVERABLE FROM THE REMAINDER OF THE CONSULTANT AGREEMENT AND IS ENFORCEABLE REGARDLESS OF THE ENFORCEABILITY OF ANY OTHER PROVISION OF THE CONSULTANT AGREEMENT OR THE CONSULTANT AGREEMENT AS A WHOLE. CONSIDERATION FOR THIS DISPUTE RESOLUTION AGREEMENT INCLUDES, WITHOUT LIMITATION, THE PARTIES' MUTUAL AGREEMENT TO ARBITRATE CLAIMS. THE PARTIES FURTHER UNDERSTAND AND AGREE THAT THE UNENFORCEABILITY OF THE CONSULTANT AGREEMENT IN WHOLE OR IN PART SHALL NOT SUPPORT A FINDING THAT THE DISPUTE RESOLUTION AGREEMENT IN SECTION 18i IS UNENFORCEABLE. THE FEDERAL ARBITRATION ACT ("FAA") SHALL GOVERN THE DISPUTE RESOLUTION AGREEMENT IN THIS SECTION 18i WITHOUT GIVING EFFECT TO ANY STATE LAW TO THE CONTRARY.

Any controversy, claim or dispute of whatever nature arising between Consultant, on the one hand, and Rodan + Fields and/or the Related Parties (as defined below), on the other, including but not limited to those arising out of or relating to the Consultant Agreement including these Policies and Procedures or the breach thereof, the sale, purchase or use of the R+F Products or Business Starter Packs, or the commercial, economic or other relationship of Consultant and Rodan + Fields and/or the Related Parties (for purposes of this Section 18i, each a "party"), whether such claim is based on rights, privileges or interests recognized by or based upon statute, contract, tort, common law or otherwise ("Dispute"), and any Dispute as to the arbitrability of a matter under this provision, shall be settled through negotiation, mediation or arbitration, as provided in this Section 18i.

If a Dispute arises, the parties shall first attempt in good faith to resolve it promptly by negotiation. Any of the parties involved in the Dispute may initiate negotiation by providing notice (the "Dispute Notice") to each involved party setting forth the subject of the Dispute and the relief sought by the party providing the Dispute Notice, and designating a representative who has full authority to negotiate and settle the Dispute. Within ten (10) Business Days after the Dispute Notice is provided, each recipient shall respond to all other known recipients of the Dispute Notice with notice of the recipient's position on and recommended solution to the Dispute, designating a representative who has full authority to negotiate and settle the Dispute. Within twenty (20) Business Days after the Dispute Notice is provided, the representatives designated by the parties shall confer either in person at a mutually acceptable time and place or by telephone, and thereafter as often as they reasonably deem necessary, to attempt to resolve the Dispute.

At any time twenty (20) Business Days or more after the Dispute Notice is provided, but prior to the initiation of arbitration, regardless of whether negotiations are continuing, any party may submit the Dispute to JAMS for mediation by providing notice of such request to all other concerned parties and providing such notice and a copy of all relevant Dispute Notices and notices responding thereto to JAMS. In such case, the parties shall cooperate with JAMS and with one another in selecting a mediator from the JAMS panel of neutrals and in promptly scheduling the mediation proceedings, and shall participate in good faith in the mediation either in person at a mutually acceptable time and place or by telephone, in accordance with the then-prevailing JAMS's mediation procedures and this Section, which shall control.

Any Dispute not resolved in writing by negotiation or mediation shall be subject to and shall be settled exclusively by final, binding arbitration before a single arbitrator or, for Disputes in excess of \$2 million, a panel of three arbitrators, in San Francisco, California, in accordance with the then-prevailing Comprehensive Arbitration Rules of JAMS, Inc. No party may commence Arbitration with respect to any Dispute unless that party has pursued negotiation and, if requested, mediation, as provided herein, provided, however, that no party shall be obligated to continue to participate in negotiation or mediation if the parties have not resolved the Dispute in writing within sixty (60) Business Days after the Dispute Notice was provided to any party or such longer period as may be agreed by the parties. Unless otherwise agreed by the parties, the mediator shall be disqualified from serving as an arbitrator in the case. The parties understand and agree that if the arbitrator or arbitral panel awards any relief that is inconsistent with the Limitation of Liability provision in Section 17b

herein, such award exceeds the scope of the arbitrator's or the arbitral panel's authority, and any party may seek a review of the award in the exclusive jurisdiction and venue of the courts of the State of California residing in the City of San Francisco, California.

Notwithstanding the foregoing, venue and jurisdiction for any claims or disputes arising under or relating to the Consultant Agreement brought by residents of Louisiana shall be established pursuant to Louisiana law.

THE NEGOTIATION, MEDIATION OR ARBITRATION OF ANY DISPUTE SHALL BE LIMITED TO INDIVIDUAL RELIEF ONLY AND SHALL NOT INCLUDE CLASS, COLLECTIVE OR REPRESENTATIVE RELIEF. IN ANY ARBITRATION OF A DISPUTE, THE ARBITRATOR OR ARBITRAL PANEL SHALL ONLY HAVE THE POWER TO AWARD INDIVIDUAL RELIEF AND SHALL NOT HAVE THE POWER TO AWARD ANY CLASS, COLLECTIVE OR REPRESENTATIVE RELIEF. THE PARTIES UNDERSTAND AND AGREE THAT EACH IS WAIVING THE RIGHT TO TRIAL BY JURY OR TO PARTICIPATE IN A CLASS, COLLECTIVE OR OTHER REPRESENTATIVE ACTION. NOTWITHSTANDING ANYTHING TO THE CONTRARY HEREIN, ANY PARTY MAY BRING CLAIMS PURSUANT TO CALIFORNIA'S PRIVATE ATTORNEYS GENERAL ACT ("PAGA"), PROVIDED, HOWEVER, THAT TO THE EXTENT PERMITTED BY APPLICABLE LAW, ANY PAGA CLAIMS SHALL BE EXCLUSIVELY ARBITRATED IN ACCORDANCE WITH THIS SECTION 18i, AND THE ARBITRATOR OR ARBITRAL PANEL SHALL HAVE AUTHORITY TO AWARD ANY AND ALL RELIEF AVAILABLE UNDER PAGA.

The parties agree that Rodan + Fields has valuable trade secrets and proprietary and confidential information. The parties agree to take all necessary steps to protect from public disclosure such trade secrets and proprietary and confidential information.

To the fullest extent allowed by law: 1) the costs of negotiation, mediation and arbitration, including fees and expenses of any mediator, arbitrator, JAMS, or other persons independent of all parties acting with the consent of the parties to facilitate settlement, shall be shared in equal measure by Consultant, on the one hand, and Rodan + Fields and any Related Parties involved on the other, except where applicable law requires that Rodan + Fields bear any costs unique to arbitration (which Rodan + Fields shall bear); and 2) the arbitrator or arbitral panel or, in the case of provisional or equitable relief or to challenge an award that exceeds arbitral authority as described in this Section 18i, the court, shall award reasonable costs and attorneys' fees to the person or entity that the arbitrator, arbitral panel, or court finds to be the prevailing party; provided, however, that if fees are sought under a statute or rule that sets a different standard for awarding fees or costs, then that statute or rule shall apply.

Although the Consultant Agreement is made and entered into between Consultant and Rodan + Fields, Rodan + Fields' affiliates, owners, members, managers and employees ("Related Parties") are intended third-party beneficiaries of the Consultant Agreement for purposes of the provisions of the Consultant Agreement referring specifically to them, including this agreement to negotiate, mediate and arbitrate. The parties acknowledge that nothing contained herein is intended to create any involvement by, responsibility of, or liability for, the Related Parties with respect to any dealings between Consultant and Rodan + Fields, and the parties further acknowledge that nothing contained herein shall be argued by either of them

to constitute any waiver by the Related Parties of any defense which Related Parties may otherwise have concerning whether they can properly be made a party to any dispute between the other parties.

Any party may seek specific performance of this Section, and any party may seek to compel each other party to comply with this Section by petition to any court of competent jurisdiction. For purposes of any provisional or equitable relief sought under this Section, the parties consent to exclusive jurisdiction and venue in the courts of the State of California residing in the City of San Francisco, or the United States District Court for the Northern District of California, residing in San Francisco, California. The pendency of mediation or arbitration shall not preclude a party from seeking provisional remedies in aid of the arbitration from a court of appropriate jurisdiction, and the parties agree not to defend against any application for provisional relief on the ground that mediation or arbitration is pending.

Nothing in this Section shall preclude any party from seeking interim or provisional relief concerning the Dispute, including a temporary restraining order, a preliminary injunction, or an order of attachment, either prior to or during negotiation, mediation or arbitration. In the event any portion of this Section 18i is found to be unenforceable, such portion shall be severable from the remainder of this Section 18i, which shall remain in full force and effect.

ANY AMENDMENT BY RODAN + FIELDS TO THE DISPUTE RESOLUTION AGREEMENT IN THIS SECTION 18i SHALL ONLY TAKE EFFECT UPON A CONSULTANT'S EXPRESS AGREEMENT TO SUCH AMENDMENT. A CONSULTANT MAY INDICATE HER OR HIS AGREEMENT TO SUCH PROPOSED AMENDMENT BY FOLLOWING THE INSTRUCTIONS THAT WILL APPEAR WHEN LOGGING IN TO THE R+F CORPORATE WEBSITE OR, THE CONSULTANT'S PERSONAL WEBSITE. RODAN + FIELDS MAY TERMINATE THE CONSULTANT AGREEMENT OF ANY CONSULTANT WHO DOES NOT AGREE TO A PROPOSED AMENDMENT TO THE DISPUTE RESOLUTION AGREEMENT IN SECTION 18i WITHIN THIRTY (30) DAYS AFTER THE EFFECTIVE DATE OF THE AMENDMENT. ANY SUCH AMENDMENT SHALL APPLY TO ALL CLAIMS BROUGHT BY RODAN + FIELDS OR THE CONSULTANT ON OR AFTER THE EFFECTIVE DATE OF THE AMENDMENT, REGARDLESS OF THE DATE OF OCCURRENCE OR ACCRUAL OF ANY FACTS UNDERLYING SUCH CLAIM.

APPENDIX A: COMPENSATION PLAN

SECTION 1: INTRODUCTION

The Compensation Plan (this "Compensation Plan") identifies the earning opportunities available to Consultants and sets forth the sales and organizational requirements necessary to earn Commissions and Achievement Rewards under this Compensation Plan. This Compensation Plan is designed to compensate Consultants for their sales of R+F Products that are facilitated through their Personal Websites (PWS) and/or the R+F Website, including (i) their own sales directly to Customers and (ii) sales that are made to Customers by the sales organization that such Consultants develop. Earning potential under this Compensation Plan is based upon the effectiveness as sales representatives for R+F Products of (i) the Consultants; and (ii) the people who join the Consultants' sales organizations and make sales to end users. Earning potential under this Compensation Plan is not based upon financial investment in the Program. This Compensation Plan is incorporated into and made a part of the Policies and Procedures. As provided in Section 2 of the Policies and Procedures, Rodan + Fields may, at any time, revise the Consultant Agreement (including the Policies and Procedures and this Compensation Plan), which revisions shall become effective thirty (30) days after notice thereof is provided. Consultants must check the R+F Website and the Library frequently for revised Policies and Procedures (including this Compensation Plan). Except where otherwise indicated in Section 2, Consultants' continued participation in the Program following the effective date of the amended Policies and Procedures (including this Compensation Plan) constitutes acceptance of any changes or additions.

There are five (5) ways in which Consultants may be eligible to earn compensation through Product sales under this Compensation Plan:

- through Customer Commissions on sales (at selling price) of R+F Products that are sold to Customers;
- through Consultant Commissions on sales of R+F Products sold through a Consultant's PWS or the R+F website;
- through Personal Team Commissions; and
- through Generation Commissions paid based on achieved Title; and
- through Achievement Rewards that are offered by Rodan + Fields from time to time for sales achievements, in Rodan + Fields sole discretion.

For more detailed information, please see Section 9 below. Consultants also have the opportunity to sell Products directly to their personal Customers for a profit that is earned outside the Compensation Plan.

As with any other sales opportunity, the compensation earned by Consultants varies significantly. The success or failure of each Consultant in relation to R+F Products Sales, pursuant to their Consultant Agreement, depends on each Consultant's own individual capacity, business experience, expertise, skills, personal effort and motivation. Rodan + Fields

is a product-driven company that strongly encourages people to try R+F Products as a Customer before deciding to participate as a Consultant and build a business. See the Income Disclosure Statement posted on the R+F Website for information on typical Rodan + Fields Consultant earnings.

SECTION 2 : DEFINITIONS

As used in this Compensation Plan, the following terms have the respective meanings set forth below:

Achievement Rewards

In addition to Earnings available through the Compensation Plan, Consultants have the opportunity to earn additional income from time to time through Achievement Rewards. Achievement Rewards may be earned by Consultants based on eligibility and performance metrics defined in the terms and conditions of each Achievement Rewards program. Applicable Achievement Rewards programs terms and conditions can be found in the Library.

Active Consultant (C)

Active Consultant is a Title earned by a Consultant who is in compliance with the terms of the Consultant Agreement and qualifies to earn Level 1 Commissions as a result of achieving a minimum Sales Volume (SV) of 100 for the Commission Period.

Commissions

Any payout to a Consultant on Commissionable Volume or consisting of Customer Commissions, all in accordance with the terms of this Compensation Plan.

Commission Period

The timeframe for which Commissions are processed determines which sales will be included when calculating Commissions.

Commissionable Volume (CV)

During any Commission Period, CV is the value of the Commissionable Volume assigned to each commissionable Product for calculation of a Consultant's Level 1 Commissions, Personal Team Commissions and Generation Commissions. This volume may be different than Qualifying Volume (QV) and may differ by country of sale.

Compression

Changes to the Performance Lineage due to a Termination or due to a Roll Around. When a Compression occurs due to the Sponsor's termination, the Consultant's new Performance Sponsor becomes the next upline Participating Consultant.

Consultant (C*)

Consultant (C*) is the Title of a Participating Consultant who has not yet achieved the 100 SV qualification and therefore is only qualified to earn Customer Commissions.

Customer Commissions

Under the Compensation Plan, Customer Commissions are earned by a Consultant with respect to purchases made by the Consultant's Retail Customers or Preferred Customers, via Rodan + Fields systems, including a Consultant's PWS or the R+F Website. Customer Commissions are calculated as a percentage of the price paid by such customers on commissionable Products.

Downline

With respect to any Consultant: (a) the organization consisting of the Consultants directly or indirectly sponsored by said Consultant; and (b) the Preferred Customers of such directly or indirectly sponsored Consultant.

Earnings

Earnings is the amount attributable to Commissions and Achievement Rewards, less any return adjustments related to Product returns.

Enrollment Sponsor

Enrollment Sponsor is the Sponsor selected by a Consultant upon enrollment.

Executive Consultant (EC)

The first advancement Title an Active Consultant may obtain by achieving a monthly minimum of 100 in Sales Volume (SV) and a minimum of 800 in Group Volume (GV) to be eligible to earn Commissions as an Executive Consultant.

Executive Consultant Group (EC Group) or Personal Team

L1 Consultants of an Executive Consultant down to and including the first EC in each Downline Leg and includes the Preferred Customers of those Consultants. Executive Consultant Groups are used in relation to Generations. Personal Team is used in reference to a single Executive Consultant and their Generation 0.

Executive Consultant Leg (EC Leg)

Any Level 1 Consultant, and all of their Downline, in a Consultant's Performance Lineage in which there is at least one Executive Consultant.

Generations

All Executive Consultant Groups that exist on a specific level in a Consultant's Performance Lineage.

Generation I (G I)

With respect to an Executive Consultant, the EC Groups of each Executive Consultant within such Executive Consultant's Personal Team. For example, if Executive Consultant A's Personal Team includes Executive Consultants B and C, Executive Consultant A's Generation I consists of the EC Group of Executive Consultant B and the EC Group of Executive Consultant C.

Generation II (G II)

With respect to an Executive Consultant, the EC Groups of all Executive Consultants within such Executive Consultant's Generation I.

Generation III (G III)

With respect to an Executive Consultant, the EC Groups of all Executive Consultants within such Executive Consultant's Generation II.

Generation IV (G IV)

With respect to an Executive Consultant, the EC Groups of all Executive Consultants within such Executive Consultant's Generation III.

Generation V (G V)

With respect to an Executive Consultant, the EC Groups of all Executive Consultants within such Executive Consultant's Generation IV.

Generation VI (G VI)

With respect to an Executive Consultant, the EC Groups of all Executive Consultants within such Executive Consultant's Generation V.

Generation Commissions

Generation Commissions are paid on CV generated by an Executive Consultant's Downline Generations, beginning with Generation I through Generation VI. A Consultant may or may not qualify to earn on a Generation depending on the Executive Consultant's Paid-As Title.

Grace Period

Each Executive Consultant or above is entitled to receive one Grace Period:

- during the twelve (12) month period that follows the Executive Consultant's advancement to the Recognition Title of Executive Consultant or above; and
- during any twelve (12) month period that follows the anniversary date of the Executive Consultant's first advancement to the Recognition Title of Executive Consultant provided that the Consultant retains a Recognition Title of Executive Consultant or above.

An Executive Consultant or above may never have more than one Grace Period in any twelve (12) month period. Accordingly, a Grace Period that is not used by an Executive Consultant or above will not be carried over into the following twelve (12) month period in which they are entitled to receive one new Grace Period. A Grace Period may be used for the purpose of maintaining a Title as described herein but may not be used to allow a Consultant to advance to a new Title. An EC can use a Grace Period to:

- satisfy the requirement of a minimum of 800 in GV during a Commission Period. If an EC or above uses a Grace Period, they will continue to be paid at their Qualification Title that existed immediately prior to the Grace Period only if they continue to satisfy the requirement that they must achieve a minimum of 100 SV in each Commission Period and otherwise maintain the applicable required number of EC Legs for that Title; OR
- satisfy the requirement of a minimum of 100 in SV during a Commission Period. If an EC or above uses a Grace Period, they will be paid as a Consultant (C*) but will retain

their Recognition Title and will not lose their organization. If a Grace Period is used to satisfy the 100 SV, the EC will not count as an EC Leg for the EC's Upline in that Commission Period.

An EC or above who has no available Grace Period (having none remaining) and then fails to achieve a minimum of either (i) 100 SV or (ii) 800 in GV during a subsequent Commission Period is downgraded to the Recognition Title of either Consultant (C*) or Active Consultant (C), as applicable. For additional information, refer to Appendix A Section 8.

Group Volume (GV)

With respect to any Consultant, the sum of their Personal Volume (PV) and the PV of all L1 Consultants in the Performance Lineage of that Consultant. Please see definition of PV below.

LI EC – RFX EC

These are the leadership Titles earned by Executive Consultants as they build their Downline organizations and achieve and satisfy the requirements for each new Title in accordance with the provisions of the Compensation Plan. Each new Title requires the Consultant to maintain 100 in Sales Volume (SV) and 800 Group Volume (GV) and is based on the number of new Downline Consultants that they help to advance to EC and/or Level V or higher on their Personal Team through Product sales.

Leg

Each L1 Consultant and all of their Downline Consultants. Executive Consultant Legs and Level V EC Legs are required for advancement and Title qualification.

Level 1 (L1)

In the Performance Lineage of a Consultant, L1 consists of all Consultants sponsored by such Consultant and all Preferred Customers of which those Consultants are the Sponsor.

Level 1 Volume (L1V)

The CV of all Level 1 Consultants, in a Consultant's Performance Lineage, that is generated through such Level 1 Consultants' sales to Retail Customers and Preferred Customers or through the Consultants' personal purchase(s).

L1+L2 Qualifying Volume

The total of all Personal Volume (PV) of all L1 and L2 Consultants within the Consultant's Performance Lineage.

L1-L6 Qualifying Volume

The total of all Personal Volume (PV) of all L1 through L6 Consultants within the Consultant's Performance Lineage.

Level V EC Leg Any Level 1 Consultant, and all of their Downline, in a Consultant's Performance Lineage in which there is at least one Paid-As Level V Executive Consultant.

Non-Participating Consultant

A Non-Participating Consultant has a terminated account status in the Rodan + Fields Program.

Paid-As Title

The final Qualification Title for which a Consultant satisfies the highest qualification requirements when calculated at the end of the Commission Period. The Final Qualification Title becomes the Paid-As Title when Commissions are processed and the Consultant receives payment. Paid-As Titles do not change once a Commission Period is paid out and closed.

Participating Consultant

A Consultant has a Participating Consultant account status in the Rodan + Fields Program when:

- The Consultant is in compliance with the requirements of the Consultant Agreement; and
- The Consultant Agreement continues to remain in force and effect (including by renewal) in accordance with the Policies and Procedures and all other applicable terms and conditions.

Performance Lineage aka Placement Tree

A Consultant's lineage based on performance within the Program. The lineage can change as a result of Compressions, which may be the result of either a Roll Around or Termination.

Performance Sponsor aka Placement Sponsor

A Performance Sponsor is a Sponsor to whom a Downline Consultant has been assigned through an enrollment Compression or a Roll Around. A Performance Sponsor may be different from the Enrollment Sponsor.

Personal Team Volume

With respect to any Consultant, their Personal Team Volume consists of

- the CV of Consultants who are directly or indirectly sponsored by that Consultant through the first EC in each Downline Leg in such Consultant's Performance Lineage; and
- the CV of PCs directly sponsored by those Consultants and the CV of the retail sales made directly by those Consultants through Rodan + Fields systems.

Personal Volume (PV)

With respect to a Consultant, the sum of: (a) their Sales Volume (SV); and (b) Qualifying Volume (QV) of all sales of R+F Products made to the Consultant's directly sponsored Preferred Customers.

Qualification Title

The Title, calculated in real time, for which a Consultant satisfies the highest qualification requirements at the time of calculation during the current Commission Period.

Qualifying Volume (QV)

During any Commission Period, QV is the value of the Qualifying Volume assigned to each commissionable Product for calculation of a Consultant's qualifications for Titles and Achievement Rewards. The categories of Qualifying Volume (QV) are as follows: SV, PV, GV, L1+L2 Qualifying Volume, and L1-L6 Qualifying Volume.

Qualifying Volume Contribution Limit

The maximum QV a Consultant may generate based on personally purchased Products. For the first three (3) months after a Consultant is enrolled, the Qualifying Volume (QV) Contribution Limit is 600 QV per Commission Period. After the first three (3) months, the Qualifying Volume (QV) Contribution Limit is 400 QV per Commission Period.

Recognition Title

The highest Paid-As Title that a Consultant achieved during the prior three (3) Commission Periods under the Compensation Plan, provided that an Executive Consultant or above has not been downgraded to a Paid-As Title of Consultant (C*) or Active Consultant (C) without the use of a Grace Period. When a Consultant receives a Paid-As Title of C* or C for Commission Period without the use of a Grace Period, the Consultant's Recognition Title is immediately changed to the Consultant's Paid-As Title for the Commission Period.

Roll Around

Roll Around for Non-Advancement ("Timer")

When a Downline Consultant advances to an EC or above, the Upline Consultant (direct or indirect Sponsor) has four Commission Periods to advance to an EC or above (sometimes referred to as a "Timer"). If the Upline Consultant fails to advance to an EC or above in the four Commission Periods, the Downline EC Leg rolls around the Upline Consultant to the next Upline EC in the Performance Lineage and is recognized as an EC Leg for that Upline EC. This effectively removes this EC Leg permanently from the Performance Lineage of the Consultant from which the EC Leg is rolling around. For more information, refer to Appendix A, Section 7.

Roll Around for Downgrade

When an EC or above fails to meet Executive Qualification of either (i) 100 SV or (ii) 800 GV with no eligible Grace Period, the EC will be downgraded to Recognition Title of Consultant effective upon the close of that Commission Period. A Downline EC Leg recognized in the prior Commission Period that maintains EC status in the Commission Period in which the Upline Consultant is downgraded rolls around the Upline Consultant to the next Upline EC in the Performance Lineage and is recognized as an EC Leg for that Upline EC. This effectively removes this EC Leg permanently from the Performance Lineage of the Consultant from which the EC Leg is rolling around. All qualification categories (SV, PV, GV, L1+L2, L1-L6) are then calculated based on this new Performance Lineage.

In the scenario where a potential Roll Around for non-advancement is in direct conflict with an immediate Roll Around for downgrade, the immediate Roll Around of the Downline EC Leg for downgrade will take precedence. For more information refer to Appendix A. Section 8.

Sales Volume (SV)

SV consists of:

- Qualifying Volume (QV) of sales made directly from Rodan + Fields to a Consultant's Retail Customers; and/or
- Qualifying Volume (QV) of a Consultant's personal purchases either for personal consumption or for resale of products, subject to the Qualifying Volume (QV) Contribution Limit.

Title

Position in the Rodan + Fields Program.

Upline

With respect to a Consultant, the Consultants who directly or indirectly sponsored said Consultant.

SECTION 3: VOLUME

Qualifying Volume (QV)

Qualifying Volume (QV) is the volume on which qualifications for Titles, and Achievement Rewards are based. This volume may be different than the Commissionable Volume (CV) and may differ by country.

Categories of Qualifying Volume (QV)

The following categories of Qualifying Volume (QV) are used to determine eligibility for Titles and Achievement Rewards:

- SV;
- PV;
- GV;
- L1+L2 Qualifying Volume; and
- L1-L6 Qualifying Volume.

Commissionable Volume (CV)

With respect to a Consultant's Performance Lineage during any Commission Period, CV is the value of the Commissionable Volume assigned to each commissionable Product for calculation of Level 1 Commissions, Personal Team Commissions, and Generational Commissions. CV may differ by country of purchase and may be different than Qualifying Volume (QV).

SECTION 4: RECOGNITION TITLES AND QUALIFICATIONS

The Recognition Titles and the necessary qualifications to achieve such Recognition Titles are described below.

a. Active Consultant (C)

A Participating Consultant achieves the Title of Active Consultant when they achieve a minimum of 100 SV. In order for a Consultant to maintain their status as an Active Consultant, they must achieve a minimum of 100 in SV on a monthly basis. An Active Consultant is not entitled to any Grace Period to satisfy the requirement that they must achieve a minimum of 100 in SV during a Commission Period in order to maintain their status as an Active Consultant.

A Consultant maintains the Title of Active Consultant for subsequent months until the earlier of the occurrence of one of the following events:

- the advancement of such Consultant to the Recognition Title of Executive Consultant in accordance with this Compensation Plan;
- Consultant fails to achieve 100 SV in a Commission Period resulting in a title change to Consultant (C*); or
- the Termination of such Consultant's Consultant Agreement in accordance with the Policies and Procedures or other applicable terms and conditions.

b. Executive Consultant (EC)

Executive Consultant is the next higher Title to which an Active Consultant may be advanced if they satisfy the following qualification requirements (the "Executive Consultant Qualification Requirements") during any given Commission Period: (i) achieving a minimum of 100 in SV; and (ii) achieving a minimum 800 in GV in Product sales. The advancement to the Recognition Title of Executive Consultant becomes effective for the month in which the Title qualification was achieved at the close of that Commission Period, which is on or around the 15th of the following month.

An Executive Consultant maintains the Recognition Title of Executive Consultant until the occurrence of one of the following events:

- the advancement of such Executive Consultant to the Recognition Title of Level I Executive Consultant in accordance with this Compensation Plan;
- a change in Title from Executive Consultant to Consultant (C*) or Active Consultant (C) as discussed below; or
- the termination of such Consultant's Consultant Agreement.

For any given Commission Period, an Executive Consultant who satisfies the Executive Consultant Qualification Requirements is paid as an Executive Consultant for that Commission Period.

c. Level I Executive Consultant (LI EC)

Level I Executive Consultant, which is a leadership Title, is the next higher Recognition Title to which an Executive Consultant may be advanced if they:

- achieve a minimum of 100 SV and 800 GV (the Consultants' PV and the PV of all L1 Consultants in their lineage); and
- help one Level 1 Consultant (or a Consultant in said Level 1 Consultant's Downline) advance to EC through Product sales (the "Level I Executive Qualification Requirement").

The advancement to the Recognition Title of Level I Executive Consultant becomes effective at the close of the Commission Period for the month in which the advancement was achieved.

For any given Commission Period, a Level I Executive Consultant who satisfies the Executive Consultant Qualification Requirements and the Level I Executive Consultant Qualification Requirement is paid as a Level I Executive Consultant for that Commission Period.

d. Level II Executive Consultant (LII EC)

Level II Executive Consultant, which is a leadership Title, is the next higher Recognition Title to which a Level I Executive Consultant may advance if they:

- achieve a minimum of 100 SV and 800 GV in Product sales; and
- maintains their status as a paid as LI EC AND creates one (1) additional Downline EC Leg (for a total of 2 EC Legs) in their Performance Lineage, by helping at least one (1) additional Level 1 Consultant (or a Consultant in said Level 1 Consultant's Downline) advance to EC through Product sales (the "Level II Executive Qualification Requirement").

The advancement to the Recognition Title of Level II Executive Consultant becomes effective at the close of the Commission Period for the month in which the advancement was achieved.

For any given Commission Period, a Level II Executive Consultant who satisfies the Executive Consultant Qualification Requirements and the Level II Executive Consultant Qualification Requirement is paid as a Level II Executive Consultant for that Commission Period.

e. Level III Executive Consultant (LIII EC)

Level III Executive Consultant, which is a leadership Title, is the next higher Recognition Title to which a Level II Executive Consultant may advance if they:

- achieve a minimum of 100 SV and 800 GV in Product sales; and

- maintain their status as a paid as LII EC AND creates two (2) additional Downline EC Legs (for a total of four (4) EC Legs) in their Performance Lineage by helping at least two (2) additional Level 1 Consultants (or Consultants in said Level 1 Consultant's Downline) advance to EC through Product sales (the "Level III Executive Qualification Requirement").

The advancement to the Recognition Title of Level III Executive Consultant becomes effective at the close of the Commission Period for the month in which the advancement was achieved.

For any given Commission Period, a Level III Executive Consultant who satisfies the Executive Consultant Qualification Requirements and the Level III Executive Consultant Qualification Requirement is paid as a Level III Executive Consultant for that Commission Period.

f. Level IV Executive Consultant (LIV EC)

Level IV Executive Consultant, which is a leadership Title, is the next higher Recognition Title to which a Level III Executive Consultant may advance if they:

- achieve a minimum of 100 SV and 800 GV in Product sales; and
- maintain their status as a paid as LIII EC AND create two (2) additional Downline EC Legs (for a total of six (6) EC Legs) in their Performance Lineage by helping at least two (2) additional Level 1 Consultants (or Consultants in said Level 1 Consultant's Downline) advance to EC through Product sales (the "Level IV Executive Qualification Requirement").

The advancement to the Recognition Title of Level IV Executive Consultant becomes effective at the close of the Commission Period for the month in which the advancement was achieved.

For any given Commission Period, a Level IV Executive Consultant who satisfies the Executive Consultant Qualification Requirements and the Level IV Executive Consultant Qualification Requirement is paid as a Level IV Executive Consultant for that Commission Period.

g. Level V Executive Consultant (LV EC)

Level V Executive Consultant, which is a leadership Title, is the next higher Recognition Title to which a Level IV Executive Consultant may advance if they:

- achieve a minimum of 100 SV and 800 GV in Product sales; and
- maintain their status as a paid as LIV EC AND create two (2) additional Downline EC Legs (for a total of eight (8) or more EC Legs) in their Performance Lineage, by helping at least at least two (2) additional Level 1 Consultants (or Consultants in said Level 1 Consultant's Downline) advance to EC through Product sales (the "Level V Executive Qualification Requirement").

The advancement to the Recognition Title of Level V Executive Consultant becomes effective at the close of the Commission Period for the month in which the advancement was achieved.

For any given Commission Period, a Level V Executive Consultant who satisfies the Executive Consultant Qualification Requirements and the Level V Executive Consultant Qualification Requirement is paid as a Level V Executive Consultant for that Commission Period.

h. Premier Executive Consultant (Premier EC)

Premier Executive Consultant, which is a leadership Title, is the next higher Recognition Title to which a Level V Executive Consultant may advance to if they:

- satisfy the Executive Consultant Qualification Requirements during any given Commission Period; and
- has eleven (11) or more EC Legs, one (1) of which must be a Level V EC Leg (the "Premier Executive Consultant Qualification Requirement").

The advancement to the Recognition Title of Premier Executive Consultant becomes effective at the close of the Commission Period for the month in which the advancement was achieved.

For any given Commission Period, a Premier Executive Consultant who satisfies the Executive Consultant Qualification Requirement and the Level V Executive Consultant Qualification Requirement is paid as a Premier Executive Consultant for the Commission Period.

i. Elite Executive Consultant (Elite EC)

Elite Executive Consultant, which is a leadership Title, is the next higher Recognition Title to which a Premier Executive Consultant may advance to if they:

- satisfy the Executive Consultant Qualification Requirements during any given Commission Period; and
- has thirteen (13) or more EC Legs, at least three (3) of which must be Level V EC Legs (the "Elite Executive Consultant Qualification Requirement").

The advancement to the Recognition Title of Elite Executive Consultant becomes effective at the close of the Commission Period for the month in which the advancement was achieved.

For any given Commission Period, an Elite Executive Consultant who satisfies the Executive Consultant Qualification Requirement and the Level V Executive Consultant Qualification Requirement is paid as an Elite Executive Consultant for the Commission Period.

j. RFX Executive Consultant (RFX EC)

RFX Executive Consultant, which is a leadership Title, is the highest Recognition Title to which a Level V Executive Consultant may have access if they:

- satisfy the Executive Consultant Qualification Requirements during any given Commission Period; and
- has fifteen (15) or more EC Legs, at least five (5) of which must be Level V EC Legs.

The eligibility status for an RFX Executive Consultant becomes effective at the close of the Commission Period for the month in which the eligibility was achieved.

For any given Commission Period, an RFX Executive Consultant who satisfies the Executive Consultant Qualification Requirements and the RFX Executive Consultant Qualification Requirement is paid as an RFX Executive Consultant for that Commission Period.

k. Use of a Grace Period

An EC through RFX EC is entitled to one Grace Period during any twelve-month period following advancement to the Recognition Title of EC. An EC through RFX EC who has had their Grace Period applied and then fails to achieve a minimum of 100 SV and/or 800 GV during a subsequent Commission Period is downgraded to the Recognition Title of Consultant.

SECTION 5: PAID-AS TITLES

The final Title for which a Consultant satisfies the qualification requirements in the Commission Period. See Grace Period rules for exceptions.

SECTION 6: TITLE ADVANCEMENT AND MAINTENANCE

Advancement to each higher Recognition Title requires the achievement and maintenance of minimum requirements for each previous Recognition Title. Advancements become effective on the close of the Commission Period for the month in which they were achieved.

SECTION 7: NON-ADVANCEMENT ("TIMER")

If a Consultant (who is not qualified as an Executive Consultant) has a Consultant in their Downline (a "Downline Consultant") who has advanced to Executive Consultant or above, such Consultant has four (4) Commission Periods, commencing on the first day after the Commission Period in which the Downline Consultant was advanced, to qualify as an Executive Consultant. If the Consultant fails to qualify and maintain a Recognition Title of Executive Consultant during this time, they will be precluded from receiving Commissions on that Downline Executive Leg. At the start of the fifth Commission Period following the advancement of that Downline Consultant to Executive Consultant or above, that Downline Executive Leg will be permanently excluded from the Consultant's Downline and that Downline Executive Leg will Roll Around to the first Upline Consultant who is an Executive Consultant or above.

The four (4) Commission Period rule is in effect for any sponsored new Consultant enrolled during a Commission Period in which their Sponsor's Recognition Title is Consultant. For any new Consultant enrolled during a Commission Period in which their Sponsor's Recognition Title

is EC or higher, the four (4) month rule will not apply to the Sponsor but will apply to the new Consultant and any of their enrollees.

SECTION 8: TITLE DOWNGRADE

Downward adjustment of Recognition Title occurs when an Executive Consultant fails to achieve their current Paid-As Title for three (3) consecutive Commission Periods provided that the Executive Consultant has not failed to meet Executive Qualifications of 100 SV and 800 GV with no eligible Grace Period*. Effective upon the close of that Commission Period following a downgrade, the Executive Consultant will be reassigned the Recognition Title of the highest Paid-As Title achieved for the prior three (3) Commission Periods.

*Upon failure to meet Executive Qualification of (i) 100 SV and/or (ii) 800 GV in sales with no eligible Grace Period, the EC will be downgraded to Recognition Title of Consultant or Active Consultant effective upon the close of that Commission Period. See Roll Around definition for further detail.

SECTION 9: COMPENSATION PLAN CATEGORIES

There are five (5) ways in which a Consultant may be able to earn compensation under this Compensation Plan: (i) Customer Commissions; (ii) Consultant Commissions (also known as L1 Commissions); (iii) Personal Team Commissions; (iv) Generation Commissions; and (v) Achievement Rewards.

Please see the Compensation Plan at a Glance chart below for information on Commissions based on Paid-As Title. To the extent a Consultant performs under this Compensation Plan, they may be eligible to receive Achievement Rewards outside of the Compensation Plan that are offered by Rodan + Fields from time to time, at Rodan + Fields' sole option.

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Compensation Plan at a Glance:

	Consultant	Active Consultant	Executive Consultant	Level I Executive	Level II Executive	Level III Executive	Level IV Executive	Level V Executive	Premier Executive	Elite Executive	RFx Executive
Abbreviation	C*	C	EC	LI EC	LII EC	LIII EC	LIV EC	LV EC	Pmr EC	Elt EC	RFx EC
Qualification Requirements											
Sales Volume (SV)		100 SV	100 SV	100 SV	100 SV	100 SV	100 SV	100 SV	100 SV	100 SV	100 SV
Group Volume (GV)			800 GV	800 GV	800 GV	800 GV	800 GV	800 GV	800 GV	800 GV	800 GV
Number of Qualified EC Legs				1	2	4	6	8 or more	11 or more	13 or more	15 or more
Number of Qualified LV EC Legs									1	3	5
Earning Potential											
Customer Commissions	17%	24%	28%	28%	28%	28%	28%	28%	28%	28%	28%
Level 1 Commission		4%									
Personal Team Commission			8%	8%	8%	8%	8%	8%	8%	8%	8%
Generation I Commission				3%	4%	5%	6%	7%	7%	7%	7%
Generation II Commission					3%	4%	5%	6%	6%	6%	6%
Generation III Commission						3%	4%	5%	5%	5%	5%
Generation IV Commission							2%	3%	3%	4%	4%
Generation V Commission								2%	2%	3%	3%
Generation VI Commission									0.5%	1%	2.0%

*Under this Compensation Plan, no Generation Commission is payable based on the CV of generations below an Executive Consultant's Generation VI.

SECTION 10: INCENTIVE TRIPS AND ACHIEVEMENT REWARDS

To the extent a Consultant performs under this Compensation Plan, they may be eligible to receive incentive trips and other Achievement Rewards that are offered by Rodan + Fields from time to time, at Rodan + Fields' sole option. Incentive trips or other Achievement Rewards may not be deferred for future acceptance. No payment or credit will be given to those who cannot or choose not to attend, or who do not accept, incentive trips and/or other Achievement Rewards.

Although Rodan + Fields pays some or all of the costs of such incentive trips, the Consultant agrees to indemnify and hold harmless Rodan + Fields and its affiliates for any injuries sustained in connection with the trip by the Consultant and/or their guests. The Consultant cannot make a claim upon, or rely upon, any insurance policy of Rodan + Fields to cover the costs and expenses of any injuries to the Consultant and/or her/his guests. Rodan + Fields may be required by law to include the fair market value of any incentive trips and other Achievement Rewards on the Internal Revenue Service (IRS) Form 1099 NEC (non-employee compensation) earning statement that is provided by Rodan + Fields to each U.S. resident Consultant who had Earnings of more than \$600 in the previous calendar year or made purchases from Rodan + Fields during the previous year in excess of \$5,000.

SECTION 11: CURRENCY EXCHANGE RATE

Commissions are calculated in Volume which is then exchanged into the Home Country currency of the Consultant receiving the Earnings based on the currency exchange rate. Customer Commissions are calculated in the currency of the transaction, which is then exchanged into the Home Country currency.

Exchange Rate

Rodan + Fields reserves the right to determine the frequency of updates to exchange rates.

SECTION 12: PRICE BASIS FOR CUSTOMER COMMISSIONS

All Customer Commissions are based on the actual prices paid for R+F Products in effect at the time of the transaction that occurs via Rodan + Fields systems, including a Consultant's PWS or the R+F Website, for all Retail and PC orders.

Retail Price

The Retail Price is the suggested retail price published by Rodan + Fields in R+F Marketing Materials and on the R+F Website based on the country of transaction.

Preferred Customer Price

The Preferred Customer Price is the discounted Retail Price available to Preferred Customers by enrolling in PC Perks. The Preferred Customer Price is based on the country of transaction.

SECTION 13: COMMISSION ADJUSTMENTS FOR RETURNED PRODUCT

When a Product is returned for credit or refund, the Commission Period of the original purchase is used to determine the qualifications on that sale and to determine the amount of qualification and Commission adjustment for the returned Product. The adjustment to Commissions will be made for the Commission Period in which the Product was returned for the Consultant who received qualifications, L1 Commission and all Upline Consultants who received Commission on that sale. Customer Commissions paid to Consultant by Rodan + Fields will also be deducted in the Commission Period during which the Product was returned.

Any foreign exchange rate that needs to be applied to determine the amount of the adjustment will be the foreign exchange rate at the time the original purchase was made.

APPENDIX B: GLOSSARY

Applicant

A potential Consultant who has submitted a Consultant Application that is under consideration by Rodan + Fields and has not yet been accepted or rejected by Rodan + Fields.

Authorized Country

An Authorized Country is a country in which Rodan + Fields has established and conducts direct selling operations. See Section 5n of the Policies and Procedures for further details regarding the states, territories or provinces where Rodan + Fields conducts its operations.

Beneficial Owner

Any person who, directly or indirectly, through any contract, arrangement, understanding, relationship or otherwise has:

- voting power which includes the power to vote, or to direct the voting of, the Business Entity's ownership interest; and/or
- investment power which includes the power to dispose, or to direct the disposition of, such ownership interest.

Business Starter Pack

A pack that includes business building tools and samples (which Rodan + Fields may change at its sole discretion) as described in the Consultant Application. Each Applicant is required to purchase a Business Starter Pack at the time they submit a Consultant Application to Rodan + Fields.

Business Days

Monday through Friday, excluding holidays observed by Rodan + Fields.

Business Entity

A corporation, limited liability company or partnership that has submitted a properly completed Business Entity Registration Form that has been approved by Rodan + Fields.

Business Entity Registration Form

The legally binding agreement that must be properly completed, signed by a duly authorized signatory and submitted by a Business Entity and the Consultant seeking to assign their Consultant Agreement to the Business Entity, subject to approval by Rodan + Fields in its sole discretion. The Consultant must be a Beneficial Owner of the Business Entity.

Compensation Plan

The Compensation Plan attached as Appendix A to the Policies and Procedures and which is incorporated into and part of these Policies and Procedures.

Confidential Information

The confidential and/or proprietary information of Rodan + Fields, which includes, but is not limited to, the Performance Reports (Downline Activity) and all information contained in such reports, all Customer Data, and R+F's Product development plans, pricing, problem reports and performance information, marketing and financial plans and data, Customer emails, Consultant emails, contact information and training materials. For the avoidance of doubt, all information in PULSE by Penny is R+F Confidential Information and shall not be disclosed or made publicly available.

Consultant

Consultants, also referred to as Independent Consultants, may be individuals, married couples or Business Entities that:

- have submitted a Consultant Application that has been accepted by Rodan + Fields;
- comply with the requirements of the Consultant Agreement, including the obligations set forth in the Policies and Procedures; and
- renews the Consultant Agreement annually in accordance with Policies and Procedures.

Unless otherwise specified, the term "Consultant" refers to any Consultant, whether or not such Consultant has been advanced to a higher Title. Consultants are not employees of Rodan & Fields, LLC or its affiliates.

Consultant Agreement

The legally binding agreement between Rodan + Fields and each Consultant consisting of:

- a properly completed and submitted Consultant Application, which includes Terms and Conditions, that has been accepted by Rodan + Fields;
- the Policies and Procedures that are incorporated into and form an integral part of the Consultant Agreement; and
- if applicable, a properly completed and signed Business Entity Registration Form that has been accepted by Rodan + Fields.

Consultant Application

The official application that must be properly completed and submitted to Rodan + Fields by an Applicant to apply to become a Consultant, together with the terms and conditions set forth therein and any documents incorporated therein by reference. Each Consultant Application is subject to acceptance or rejection by Rodan + Fields in its sole discretion.

Consultant Information

Each Consultant's name, address, phone number, email address, Social Security Number or Federal Tax Identification Number, date of birth and other information provided by Consultant to Rodan + Fields, including information provided in or with a Consultant Application or the equivalents of such information submitted in a Business Entity Application.

Consultant Price

The price at which Rodan + Fields offers the R+F Products for sale to Consultants, which is typically less than the prices offered to Retail Customers and Preferred Customers.

Customer

A person, either a Preferred Customer (PC) or Retail Customer, who purchases the R+F Products for the purpose of personally using them rather than for resale to another person.

Customer Data

All data and information submitted by a Consultant, Customer or potential Customer or potential Consultants to a Consultant or Rodan + Fields in connection with a purchase of the R+F Products, or otherwise about an identifiable Customer or potential Customer, including, without limitation, such Customer's name, address, phone number, payment account information, products ordered and order volume.

Customer Identification Number (CID)

Each Consultant, Preferred Customer and Retail Customer is assigned a unique Customer Identification Number (CID) by Rodan + Fields for identification in Rodan + Fields' records and computer system. A CID must be used for any of these people or entities to identify themselves to Rodan + Fields in all correspondence with Rodan + Fields and a CID may also be required for certain transactions. A Consultant may provide their CID to Retail Customers, Preferred Customers and

business prospects to assist Rodan + Fields in connecting Retail Customers, Preferred Customers and business prospects to the Consultant's account.

Customer Satisfaction Guarantee

The guarantee that Rodan + Fields offers to Customers for all R+F Products. Under the Customer Satisfaction Guarantee, if for any reason a Customer is not completely satisfied with any R+F Product, Rodan + Fields allows the Customer to return the unused portion within sixty (60) days of purchase for a full refund of the purchase price (less shipping charges). Consultants have certain responsibilities with respect to the Customer Satisfaction Guarantee.

Home Country

The country in which a Consultant enrolls is their "Home Country."

Income Disclaimer

Rodan + Fields does not guarantee that Consultants participating in the Rodan + Fields Program will generate any income. As with any business, each Consultant's business results may vary. Earnings depend on a number of factors, including the area in which a Consultant is based, individual effort, business experience, diligence and leadership. Potential Consultants are urged to perform their own due diligence prior to making any decision to participate. For information about earnings at Rodan + Fields, see the Income Disclosure Statement.

Insider Scoop

A newsletter available to Rodan + Fields enrolled Consultants via email weekly and in the Library. Consultants are expected to read the Insider Scoop, which contains important information regarding Rodan + Fields events, Products, recognition of Consultants, compliance issues, special editions and other matters useful to Consultants in conducting their Rodan + Fields activities.

Library

The Library holds Rodan + Fields produced training materials, flyers, product information, event information and other communications.

Line Switching

Line Switching is re-enrolling under a different Sponsor in less than a six (6) month period after a Consultant agreement is terminated or while still enrolled under a previous Sponsor. Line Switching is strictly prohibited. If a Consultant wishes to change Sponsors, the Consultant must terminate their Consultant Agreement and wait six (6) months. After six months, the Consultant may re-enroll under a new Sponsor. For additional information regarding Line Switching see Section 7d.

Password

A unique string of numbers and/or letter characters that provides Consultants access to the R+F Website, their respective Personal Website (PWS) and PULSE by Penny. The Password is required to obtain online performance history records, Performance Reports (Downline Activity) and other information critical to the management of a Consultant Agreement. A separate and unique Password will be used to access a Consultant's RF Payday Account. Passwords are highly confidential and must not be shared with anyone. Consultants are encouraged to regularly update their passwords and use strong and unique passwords.

Payment Processor

A third party retained by Rodan + Fields to pay Commissions and Achievement Rewards earned by Consultants through the Rodan + Fields Compensation Plan and other Rodan + Fields programs. The Payment Processor will set up an RF Payday Account for Consultants and deposit monies owed to Consultants into their RF Payday Accounts.

Performance Report (Downline Activity)

A report generated by Rodan + Fields that provides critical data relating to the identities of a Consultant's sales team and their sales performance, and enrollment (sponsoring) activity of each Consultant's sales team. All Performance Reports and the data contained therein are the Confidential Information of Rodan + Fields. For more information, see Section 6g. Performance Reports (Downline Activity).

Policies and Procedures

The policies, procedures, rules, guidelines and other terms and conditions set forth in the document of which the Compensation Plan and this Glossary are incorporated therein by reference and attached as Appendices A and B thereto are a part (as may be amended from time to time at the sole discretion of Rodan + Fields), which, together with the terms and conditions set forth in a Consultant Application accepted by Rodan + Fields, constitute the legally binding agreement between Rodan + Fields and each Consultant. Policies and Procedures are updated from time to time and all Consultants are required to review and accept all updates in order to access PULSE by Penny or other Company systems. Updates are accepted by continuing to maintain a Consultant Agreement following any such update.

Preferred Customer (PC)

A Customer who purchases the R+F Products, mostly from the Company through a Consultant, and enrolls in PC Perks, a bi-monthly auto-replenishment and Customer loyalty program (see PC Perks Terms and Conditions located in the Library for more details). A Preferred Customer's QV is included in the calculation of Sponsor's PV and GV. The Sponsor is paid Customer Commissions on the PC's purchases of Commissionable Products.

Product Disclaimer

This is not intended to be used as a substitute for medical advice. Results may vary depending upon the individual and will depend on multiple factors including your age, gender, skin type, hair type, and condition, concomitant products used, health history, where you live (climate, humidity), lifestyle and diet. Rodan + Fields makes no guarantee as to the results that you may experience. Rodan + Fields recommends that you consult with your physician or other qualified health care provider before beginning any product regimen or treatment.

Program

The Rodan + Fields Consultant Compensation Plan, as defined above.

PULSE by Penny

PULSE by Penny is an online enterprise management system designed to support a Consultant. Every Consultant has access to basic PULSE by Penny functions which include basic business tools and reports and access to the Library that holds Rodan + Fields produced training materials, flyers, product information, event information and communications. There is an optional paid subscription to PULSE by Penny, called PULSE by Penny Pro, which also includes a Personal Website and enhanced business tools.

Personal Website (PWS)

Personalized websites are provided by Rodan + Fields to a Consultant participating in the optional subscription PULSE by Penny Pro. A Personal Website (PWS) is linked to the Consultant's CID and may be used for placing Customer orders and enrolling new Consultants. An additional monthly charge may apply for a Personal Website (PWS).

RF Payday Account

An RF Payday Account is a pay account (sometimes referred to as a "wallet" or "portal") that is set

up for Consultants by an independent Payment Processor retained by Rodan + Fields. With the exception of certain payments made on an exception basis, all Commissions or Achievement Rewards that Consultants may earn will be paid through their RF Payday Account.

R+F Business Supplies

The business supplies, such as business cards, stationery, etc., that Consultants may purchase from Rodan + Fields or its approved third-party suppliers.

R+F Content

The R+F Content includes: (i) all R+F Trademarks; (ii) all text, images, graphics and other content and materials used or displayed on or in connection with any R+F Product (or any related packaging), R+F Marketing Materials, R+F Business Supplies or the R+F Website; and (iii) the names, images and likenesses of the principals or officers or other employees of Rodan + Fields, including Dr. Katie Rodan and Dr. Kathy Fields.

R+F Marketing Materials

The advertising, marketing, and informational materials that Rodan + Fields provides for the R+F Products and the Program from time to time.

R+F Products (or Products)

Rodan + Fields skincare and haircare or other products, regimens and cosmetic tools that Consultants are authorized to sell under the Agreement.

R+F Trademarks

All trademarks and service marks, whether registered or not, trade names, product names, logos and domain names or social media handles that are used or displayed on or in connection with any R+F Product (or any related packaging), R+F Marketing Materials, R+F Business Supplies or the R+F Website owned by Rodan + Fields or any parent, subsidiary or related companies. R+F trademarks and registered trademarks include but are not limited to: RODAN + FIELDS, RODAN + FIELDS Logo, RODAN & FIELDS, R+F, R+F Logo, RF (stylized), BELIEVE IN MORE. EMPOWER CHANGE., GONAKED, LIFE-CHANGING SKINCARE, PRESCRIPTION FOR CHANGE, RFGONAKED, AMP MD, MULTI-MED, MULTI-STEP SCIENCE, PULSE BY PENNY, SOLUTION TOOL, ACTIVE HYDRATION, ACUTE CARE, LASH BOOST, R+F LASH BOOST, ENHANCEMENTS, ESSENTIALS, REDEFINE, REVERSE, SOOTHE, UNBLEMISH, RADIANT DEFENSE, RODAN + FIELDS ENHANCEMENTS, RODAN + FIELDS ESSENTIALS, RODAN + FIELDS REDEFINE, RODAN + FIELDS REVERSE, RODAN + FIELDS SOOTHE, RODAN + FIELDS UNBLEMISH, Rodan + Fields Regimen Bag Design, 3D3P, BPO2 (stylized), DECIDE TODAY HOW TOMORROW LOOKS, ELECTRI5, ENHANCEMENTS LASH BOOST, R+F ACTIVE HYDRATION SERUM, RD3, REDEFINE ACUTE CARE, RODAN + FIELDS ACTIVE HYDRATION, RODAN + FIELDS ACTIVE HYDRATION SERUM, RODAN + FIELDS CONCEPT TO COMMERCE, RODAN + FIELDS LASH BOOST, RODAN + FIELDS RECHARGE, RODAN + FIELDS REDEFINE ACUTE CARE, SPOTLESS, RODAN + FIELDS SPOTLESS, and the names and likenesses of Dr. Katie Rodan and Dr. Kathy Fields.

R+F Website

The Internet site located at the URL address www.rodanandfields.com.

Receipt of Order

Delivery of R+F Products shipped from Rodan + Fields to a Consultant, Preferred Customer or Retail Customer.

Retail Customer

A Customer who purchases the R+F Products from or through a Consultant or direct to Rodan +

Fields at Retail Price. Retail Customer volume, from purchases made through the R+F Website or a Consultant PWS, is attributed to the selling Consultant's SV and Customer Commissions, but no Commissionable Volume is assigned to that Consultant.

Return Authorization Form

The form a Customer or Consultant must complete and submit to return merchandise to Rodan + Fields. See Section 10, above.

Security Breach

A breach of security or an unauthorized disclosure, access, acquisition or use of Customer Data, data on Consultants, or any Confidential Information of Rodan + Fields, including such access or acquisition as a result of theft, hacking or inadvertent error.

Sponsor

A Consultant who enrolls another Consultant into the Program and is listed as the Sponsor on the Consultant Application (Enrollment Sponsor), or to whom a Downline Consultant has been assigned through Compression or Roll Around (Performance Sponsor). See Compensation Plan for definitions of Enrollment Sponsor and Performance Sponsor.

Termination

The non-renewal termination, or other voluntary or involuntary termination of a Consultant Agreement following which the former Consultant shall have no right, title, claim or interest to the Consultant Agreement or Downline that they operated or to the opportunity to receive any Commissions or Achievement Rewards from the sales generated by such Consultant Agreement or Downline.

Unauthorized Country

An Unauthorized Country is a country in which Rodan + Fields is not conducting direct selling operations.

APPENDIX C: RODAN + FIELDS CONSULTANT CODE OF BUSINESS ETHICS

Rodan + Fields is Life-Changing Skincare™ and haircare. Our mission is to give our Customers the best skin and hair of their lives and to help people create life-changing opportunities for themselves and others, including through our Prescription for Change Project, which serves youth with empowerment programs where they live.

Our Independent Consultants are the face of Rodan + Fields. You represent us every day when you interact, share your story and invite people along on your personal Rodan + Fields Journey. It is important that our representatives conduct themselves in a manner that upholds the high standards of the Rodan + Fields brand.

It is our expectation that you review and uphold the R+F Code of Business Ethics. When sharing information about the R+F Products and Programs, always communicate honestly, respectfully, accurately and with integrity.

Our mutual success relies on your understanding and execution of the Policies and Procedures, as well as all laws and regulations that apply to your Rodan + Fields business. This Code is designed to protect you, your Consultant Agreement, the Rodan + Fields brand, and, importantly, all Consumers (namely, any potential and existing Customers or Consultants).

If you have any questions regarding how to best or accurately represent Rodan + Fields as a Consultant, please email Compliance@rodanandfields.com.

ACT WITH INTEGRITY AND TRANSPARENCY

- Respect the rights of Consumers and Consultants you may Sponsor and act with integrity and transparency at all times.
- Do not mislead or deceive Consumers or Consultants you may Sponsor.
- Be authentic, honest and lawful. While this code highlights important legal obligations, it does not restate all of them. You agree that when acting as an Independent Consultant for Rodan + Fields you will comply with all legal obligations that apply under your Rodan + Fields Consultant Agreement and any business you conduct under that agreement.
- When promoting R+F Products or the R+F Program, always identify yourself as a Rodan + Fields Independent Consultant.

BE PROFESSIONAL

- Interact respectfully with your Customers, your Rodan + Fields team, other Consultants, Home Office employees, and anyone else you encounter in connection with your Rodan + Fields Consultancy.
- Use appropriate language when interacting with others, giving presentations and in written communications.
- Promptly address any complaint and strive to resolve the matter professionally and in good faith.
- Be mindful of the difference between what is factually correct and what may be your personal opinion or desires, or those of Consumers and/or fellow Consultants, while taking care to respect the opinions and desires of others.
- As a representative of Rodan + Fields, hold yourself to the highest standards of service to your Customers and fellow Consultants.

RECRUIT RESPONSIBLY

- Whenever encouraging others to join Rodan + Fields as an Independent Consultant, always present accurate information, use proper disclaimers and be sure to provide access to the Income Disclosure Statement to provide important context on the R+F Program.
- Never deceive, intimidate or engage in unlawful recruiting practices, including suggesting that R+F Product purchases or enrollment in any program, such as subscription product purchases, PC Perks program, or PULSE by Penny Pro, are required.
- You may not reward Consultants for recruiting other Consultants. All incentives must be based on R+F Product sales only.
- Any business interactions that are unethical or predatory will not be tolerated. Apply good judgment.

COMMUNICATE EARNINGS AUTHENTICALLY

- Do not make any promises or guarantees of income. Refer to the Rodan + Fields Policies and Procedures and Income Disclosure Statement for compliant language to use when discussing potential earnings.
- Always provide proper disclaimers of typical results when sharing information about potential earnings, including lifestyle income claims and refer to the Rodan + Fields Income Disclosure Statement.
- Properly represent the level of effort and skill needed to succeed as a Rodan + Fields Independent Consultant. Do not oversimplify or state that it only takes "hard work."

PURCHASE RESPONSIBLY

- Purchase reasonably and responsibly in compliance with laws prohibiting inventory loading and encourage others to do the same.
- Product purchases may only be made for personal use, not for title advancement or to earn incentives.
- Always be prepared to provide a full account explaining how the R+F Products you purchased were used. The Home Office has the discretion to request this information at any time.

RESPECT IP RIGHTS

- Never use the name, likeness, photo, logo or any other property of a celebrity, company, organization or any other person or entity without their written approval or consent.
- All music, videos, images or other content, whether found on the Internet or otherwise, must be properly licensed before use in your communications.
- R+F Products may only be sold on Rodan + Fields owned and operated sites and/or via person to person transactions, and no R+F Products may be sold on any other website or e-commerce marketplace.
- Any use of the Rodan + Fields name or brand assets in support of any personal endeavors, including in books or other writings, requires Rodan + Fields advance written permission. It is expected that you will avoid any potential negative impact on

Rodan + Fields from any public personal endeavors.

PROTECT CONSUMER PRIVACY

- Always safeguard and protect all information provided by a Customer or prospective Customer or any Consultant or prospective Consultant you may Sponsor or hope to Sponsor.
- The best protection you can provide is to ensure that all R+F Product purchases or Consultant enrollments are conducted by the Consumer or enrollee on the Rodan + Fields e-commerce system.

Rodan+Fields® does not guarantee that Consultants participating in the business opportunities described in this brochure will generate any income. As with any business, each Consultant's business results may vary, and will be based on, among other factors, such Consultant's individual capacity, business experience, expertise, and motivation. Readers are cautioned not to place undue reliance on the information in this document and are urged to perform their own due diligence prior to making any decision to participate.

RODAN+FIELDS

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