

Amway

2019 GLOBAL MEDIA GUIDE

60TH ANNIVERSARY EDITION

60





PG. 25

WELCOME

This year, Amway celebrates our 60th year in business—a testament to our passionate business owners, loyal customers and the thriving entrepreneurial spirit around the world.

Over the past 60 years, Amway has grown from a small business in Ada, Michigan to a global company of more than 100 countries and territories (learn more about our global footprint on page 25). We've continued to manufacture and offer products that are loved by customers globally, from pure, safe and effective nutritional supplements (which you can read about on page 11) to connected-home devices that help keep your home and family healthy (see page 19).

We also continue to invest in product research and development to offer innovative, personalized products that customers can't find anywhere else, like our Artistry Signature Select™ Personalized Serum (learn more on page 15).

The Amway business isn't just about the products we sell. We're also about people: the millions of Amway Business Owners come from all walks of life, from different countries, cultures, professions and backgrounds. And while so much has changed in 60 years, our commitment and dedication to helping people start their own business and set the foundation for financial flexibility remains the same.

Entrepreneurship comes with many obstacles. For Rich DeVos and Jay Van Andel, they had their share of challenges before founding Amway, from starting a flight school without knowing how to fly to opening a burger restaurant without prior restaurant experience.

Obstacles like rejection, long hours and frustration can be enormous hurdles to new business owners. But for those who persevere, there is great potential for success and self-fulfillment.

That's why, 60 years later, we're still offering people the chance to start their own business, chart their own course and set their own goals. There indeed has never been a better time for the Amway business than right now—and we're proud to have been again named in 2018 as the world's No. 1 direct selling business.* Both industry research and our own entrepreneurship study have shown that people's attitudes toward work are changing, and we're well positioned for the future.



PG. 11

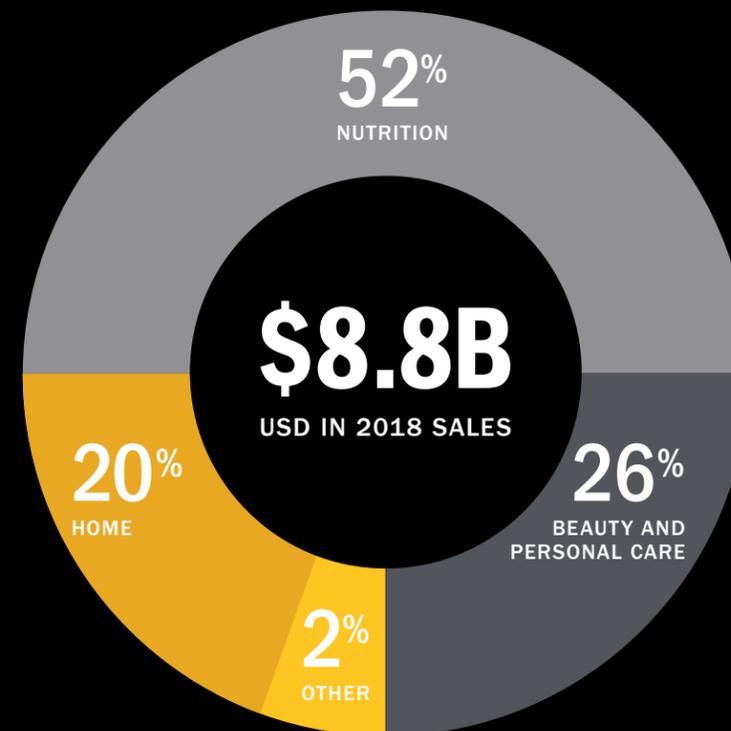


PG. 19



PG. 15

AMWAY AT-A-GLANCE



16,000+ EMPLOYEES

60+ LANGUAGES

100+
countries and territories

450+
unique products

* Ranked by the DSN Global 100. May 2018 edition. Based on 2017 revenues.

* Ranked by the DSN Global 100. May 2018 edition. Based on 2017 revenues.

INSPIRING THE NEXT GENERATION OF ENTREPRENEURS



Doug DeVos and Steve Van Andel
Co-Chairs, Amway Board of Directors



“WE WERE JUST TWO GUYS WHO WANTED TO HAVE A BUSINESS OF OUR OWN. WE WERE KIDS WHO WERE HUNGRY FOR SUCCESS AND WHO WANTED TO GIVE OTHERS THE CHANCE TO BE IN BUSINESS FOR THEMSELVES, TOO.”

RICH DEVOS
CO-FOUNDER OF AMWAY



Building a business requires perseverance, resilience and taking a few risks.

Amway was founded in Ada, Michigan, U.S. by two lifelong friends and business partners, Jay Van Andel and Rich DeVos. As entrepreneurs, they knew how hard starting a business could be—from starting a flight school to opening a burger restaurant, they experienced the highs and lows of the startup world. In 1959, they founded Amway to make it easier for other people to start their businesses, too. “We were just two guys who wanted to have a business of our own. We were kids who were hungry for success and who wanted to give others the chance to be in business for themselves, too,” recounted DeVos.

While the world has changed a lot since 1959, the company is still fueled by the founders’ entrepreneurial spirit and high-quality Amway™ products. The company still remains dedicated to helping people take the first step toward business ownership.

“Putting Amway Business Owners and customers at the center of all we do is what has enabled Amway to thrive and grow. We want to do everything we can now to ensure the future is strong for generations to come,” said Doug DeVos, co-chair, Amway Board of Directors.





**WORK WHERE
YOU WANT,
WHEN YOU WANT**

“WE SIMPLIFY ENTREPRENEURSHIP. WE TEACH THE SKILLS YOU NEED, WE GIVE YOU THE PRODUCTS AND TOOLS TO BUILD YOUR BUSINESS, AND A COMMUNITY OF MENTORS IS THERE TO SUPPORT YOU EVERY STEP OF THE WAY. THE POSSIBILITIES ARE ENDLESS, AND THE RISK IS LOW.”

JOHN PARKER
AMWAY CHIEF SALES OFFICER

The majority of Amway Business Owners work part time on their business, making it a great way to make extra money without full-time commitment.

“There is no secret to quick success with Amway.”

I hear the zip of a suitcase in the background. I’m on the phone with Amway Chief Sales Officer John Parker, and he’s packing for a trip to Japan.

He continues, “It takes hard work and dedication, just like anything else. The true advantage of Amway isn’t in the money. At least, not initially. It’s in the flexibility.”

He’s referencing Amway’s business model—direct selling. Instead of relying on retail store partners to sell the company’s products, Amway makes the products available to individuals to sell.

These individuals earn bonuses on customer sales. The more they sell, the more they can earn.

Many Amway Business Owners (ABOs) cite flexibility as one of their top reasons for owning their business. Parents love the business because it means they won’t miss their kids’ soccer games and band concerts. Young professionals love the freedom the business gives them to explore other interests.

Another reason people join Amway is to build a team, rather than building a business alone.

The 2017 Amway Global Entrepreneurship Report asked whether people prefer to work alone or hire people; the majority opted for building a team. It’s excellent news for ABOs, as Amway offers both dynamics. You can create your own business, on your terms, but you can (and many people do) choose to develop a team to work with, too.

“We simplify entrepreneurship,” Parker says, before he signs off to catch his flight. “We teach the skills you need, we give you the products and tools to build your business and a community of mentors is there to support you every step of the way. The possibilities are endless, and the risk is low.”



Amway Business Owners participated in **3M+ ONLINE** learning activities in 2018.

\$61.3B

USD in bonuses and incentives have been paid to ABOs since 1959.

100%

satisfaction guarantee on Amway™ products and the business opportunity.*

* Check local market website for details. Exclusions apply. Visit amway.com and search: Satisfaction Guarantee.



PURE, SAFE, EFFECTIVE AND TRACEABLE

The Nutrilite® brand's top-selling products and more >



Clockwise from left: Scientists examine Traditional Chinese Medicine plants from the Amway (China) Botanical Research & Development Center (ABRC) in Wuxi, China; a scientist in the lab at Amway Headquarters examines plant ingredients for future formulation; Nutrilite™ Double X™ Dietary Supplements contain 12 essential vitamins, 10 essential minerals and 22 plant concentrates from every color of the phytonutrient spectrum.



Traceability is ingrained in the Nutrilite™ brand's DNA and ensures supplements that are pure, safe and effective.

Amway's standards are, in one word, rigorous. While industry standards state that the "traceability" of an ingredient is knowing one step before and one step after in an ingredient's journey, the Nutrilite™ brand requires visibility into all stages of an ingredient, and, in the case of botanicals, down to the farm level. Because of this stringent traceability process, the company can assure its customers that the supplements contain exactly what the label says—no more, no less.

Safety is also a key component of Nutrilite™ products' traceability story. The company meticulously tracks each step of the process from start to finish and has rigorous rules in place to help protect products from even the slightest threat of contamination at any point from farm to your door.

"We know that food safety is a real concern of consumers," said Kanan Banerjee, vice president of Amway global marketing, health and wellness. "And rightly so. Consumers should have the right to know the story behind their products—their personal health and the health of their families depend on the purity, safety and effectiveness of the products they buy! Our seed to supplement process has been a major part of our heritage—Nutrilite founder Carl Rehnberg bought his first farm specifically so he could control and

observe everything that happened to his plants."

No one in the world cares or invests as much as Amway does to ensure the purest ingredients, manufactured in the safest way so that people can have confidence in their vitamins and supplements.

NUTRILITE™ SUPPLEMENTS COMBINE THE 'BEST OF NATURE' AND THE 'BEST OF SCIENCE,' RESULTING IN SAFE, HIGH QUALITY VITAMINS AND DIETARY SUPPLEMENTS.

TOP-SELLING NUTRILITE™ PRODUCTS

1. NUTRILITE™ ALL PLANT PROTEIN POWDER
2. NUTRILITE™ DOUBLE X™/ TRIPLE X™ DIETARY SUPPLEMENT
3. NUTRILITE™ VITAMIN C PLUS

NUTRILITE™

is the world's No. 1 selling vitamins and dietary supplements brand.*

11B

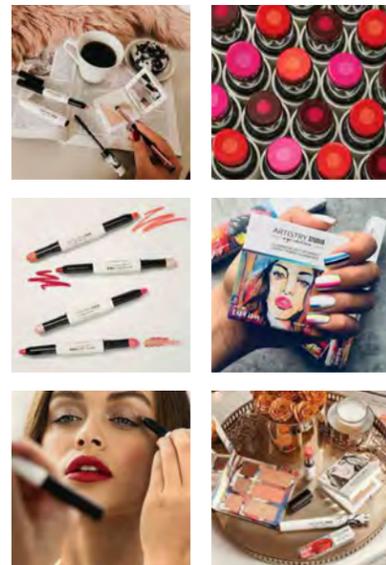
Nutrilite™ vitamin and mineral tablets and soft gels are sold annually.

* Euromonitor International Limited, euromonitor.com/amway-claims



**INFUSED WITH
NATURE,
PERFECTED
BY SCIENCE**

The latest Artistry™ products and beauty news >



Founded by Edith Rehnberg, a trailblazer for entrepreneurial women, the Artistry™ brand today has become a top-selling premium beauty brand.

Artistry™ products offer personalized solutions with skincare, color and makeup for one-of-a-kind beauty. They're also the tools of entrepreneurs around the world—a striking mashup of beauty and business. Artistry™ skincare and color collections have received critical acclaim and have been worn by celebrities at the New York Fashion Week, the Busan International Film Festival and beyond.

The brand recently launched Artistry Studio™ products with makeup and specialty bath and body products for beauty lovers everywhere. Inspired by hotspot cities around the world, each collection turns the essence of each city into 'must-have' colors, textures, and scents. The brand and products are loved by Artistry™ passionistas, high-achieving



View photos of Amway Business Owners with their favorite Artistry™ products from around the world on Instagram*†: [@ArtistryStudioOfficial](https://www.instagram.com/ArtistryStudioOfficial)

† Instagram® is a registered trademark of Instagram, LLC.

millennial women who are turning their passion for beauty into a paycheck.

Amway also continues to push skincare innovation with its new Artistry Signature Select™ Personalized Serum. It's the first completely customizable treatment with the power of up to three serums in one personalized product. Whether its anti-aging, anti-spot, firming, brightening, hydrating, or a combination of three, users can now effectively address multiple and specific skincare concerns for their best skin possible.

TOP-SELLING ARTISTRY™ PRODUCTS

1. ADVANCED VITAMIN C + HA TREATMENT™
2. ARTISTRY SIGNATURE SELECT™ PERSONALIZED SERUM
3. ARTISTRY YOUTH XTEND™ SOFTENING LOTION



ADVANCED VITAMIN C + HA TREATMENT™
This Artistry™ Intensives skincare product was reformulated in 2017 to include the highest concentration of Vitamin C ever offered in an Artistry™ product to dramatically reduce the appearance of expression lines.



ON-THE-GO FACE & EYE PALETTE
An all-in-one face & eye palette with three neutral, coordinating shadows, setting powder, blush and highlighter.



ARTISTRY SUPREME LX™ REGENERATING EYE CREAM
Reduces visible signs of aging in the eye area with this luxurious eye cream made with 24-karat gold and gardenia grandiflora stem cell extracts.



ARTISTRY SIGNATURE SELECT™ MASKS
Artistry Signature Select™ Masks helps solve multiple skincare needs at once with five masks that target specific concerns, each featuring exclusive Nutrilite™-sourced phytonutrients.



TINTED LIP BALM
This tinted lip balm is formulated to lock-in all-day moisture with a center core infused with shea butter, avocado and coconut oil.



ARTISTRY SIGNATURE SELECT™ PERSONALIZED SERUM
Add up to three (of five) concentrated amplifiers to the base serum for a possible 25 personalized serum solutions to meet different skincare needs.



LASH BOOSTING 3-IN-1 MASCARA
This multi-tasking mascara with an adjustable wand adds volume, lifts, and separates lashes with a single twist.

194M+

beauty and personal care products are sold annually.

ARTISTRY™

is among the world's top 10, largest selling, premium skincare brands.*

* Euromonitor International Limited, euromonitor.com/amway-claims

HEALTHY HOMES, HEALTHY PLANET



Amway helps make homes cleaner and safer with high-performing products for water and air purification, cooking and cleaning needs.

Many people don't realize the first Amway™ product, a biodegradable, concentrated home cleaning product, paved the way for the company's current home products. From phosphate-free laundry detergent to environmentally sensitive cleaning products, Amway™ home products are safe for the whole family.

Today, Amway is well known for its eSpring™ water purifier and Atmosphere™ air treatment system.

TOP-SELLING HOME PRODUCTS



ESPRING™ WATER TREATMENT SYSTEM

This water purifier removes more than 140 potential health-effect contaminants that may be present in drinking water.



ATMOSPHERE™ AIR TREATMENT SYSTEM

The combination of Amway's proven particle sensor technology with a three-stage filtration system results in cleaner air.



AMWAY HOME™ DISH DROPS™ ULTRA-CONCENTRATED DISHWASHING LIQUID

Just a few drops cut through a sink full of greasy, dirty dishes. Plus, the biodegradable, phosphate-free formula is safer for the environment and your family.

73M+

home products are sold annually.

eSpring™ is the world's **NO. 1 SELLING**

brand of home water treatment systems.* It effectively removes more than 140 potential health-effective contaminants and destroys more than 99.9% of waterborne, disease-causing bacteria and viruses.

ATMOSPHERE SKY™

air treatment system effectively removes 99.99% of more than 300 particles as small as .0024 microns from air passing through the filter.



ATMOSPHERE DRIVE™

The Atmosphere Drive™ system is Amway's first portable air treatment system and the world's number one selling car air treatment product.* It's the same air treatment technology that you know and love, just packaged in a smaller size to reduce air particles as small as .015 microns.

* Based on a Verify Markets study of global sales revenue from 2/17 through 1/18.

From summer road trips to chilling seaside, XS™ Energy drinks keep you energized for wherever adventure takes you.

XSPERIENCE MORE

XS™ Energy is more than just an energy drink and sports nutrition brand. It's a fresh approach to business.

XS™ Energy Co-Founder David Vanderveen seems more at home on a surfboard than he does behind a desk. His passion for XS™ Energy is unmatched, and it seems like he's always on the move. Japan, Korea, Australia, Germany, China—he meets with thousands of Amway Business Owners a month, and he has his finger on the pulse of what engages millennials.

“People today are very interested in entrepreneurship,” said Vanderveen. “They don't want to be in the office from 9 a.m. to 5 p.m., five days a

week. They're hungry for flexibility and freedom. They want to travel and see the world—in addition to having a family and making money.”

Research continues to show that people today view work as a “thing,” not a “place.” Coincidentally, that's why Rich DeVos and Jay Van Andel founded Amway—to give people more freedom and flexibility with both their time and finances.

“The line between work and play is disappearing, blending in with a lifestyle that says work should be more than a way of making a living.” For Vanderveen, he's focused on building an experience around Amway independent business ownership (coined, XSpereince). Scroll the brand's Instagram*† feed and you'll see customers and business owners

snapping selfies of themselves climbing mountains and surfing with their energy drink or nutrition bar in hand.

XS™ Energy is giving Amway Business Owners a creative, adventurous outlet to build an Amway business and a brand around action, adventure and fitness. It's an XSpereince that can't be found anywhere else.

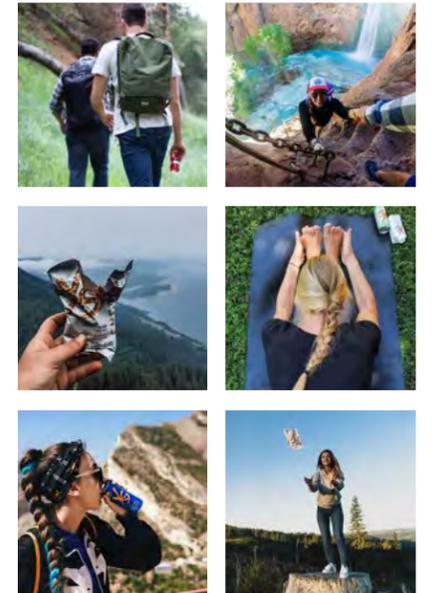
“THE LINE BETWEEN WORK AND PLAY IS DISAPPEARING, BLENDING IN WITH A LIFESTYLE THAT SAYS WORK SHOULD BE MORE THAN A WAY OF MAKING A LIVING.”

DAVID VANDERVEEN
CO-FOUNDER OF XS™ ENERGY

* Euromonitor International Limited, euromonitor.com/amway-claims
† Instagram® is a registered trademark of Instagram, LLC.



Catch up with the XS™ brand on Instagram*† to see the wild places and awesome adventures that ABOs take with their favorite energy drink: @XSNation



More than
30% sales growth
in 2018.

XS™ ENERGY

is the first exclusively sugar-free energy drink brand sold globally.*

56 COUNTRIES
have XS™ ENERGY drinks available.



**BEST OF NATURE,
BEST OF SCIENCE**



Our scientists are taking discovery and innovation to the next level.

While most companies employ an R&D team, Amway takes it a step further and has built a small army. Here, nearly 1,000 Amway scientists, engineers and technicians work with leading universities, science institutes and advisory boards to conduct world-class research that supports product development.



While efforts behind some segments of product development research are kept secret for competitive purposes, others warrant a different approach: sharing. Whether it's submitting our research for publication in scientific journals, or opening the results of a study for public domain, Amway R&D believes in the importance of sharing in an effort to advance scientific research as a whole.

Recent scientific research advancements include the work being done at the Amway Botanical Research & Development Center (ABRC) in Wuxi, China. At the 118-acre research farm and R&D center, Amway scientists are using western technology to explore the effects of Traditional Chinese Medicine (TCM) plants, including goji berry and chrysanthemum, for potential integration into future nutrition and beauty products.

Clockwise from left:

The greenhouse at the Amway (China) Botanical Research & Development Center (ABRC) in Wuxi, China; a scientist examines plant concentrates for a future Amway™ product in the Nutrilite™ lab in Buena Park, California; a scientist works on a new formula in the lab at Amway World Headquarters in Ada, Michigan, U.S.; chrysanthemums bloom at the ABRC, where Amway scientists recently completed mapping this complex plant's genome.



270+
patent applications pending worldwide

800+
patents held worldwide

100+
scientific laboratories

\$335M

USD invested in new manufacturing and R&D facilities in the last seven years.

15

manufacturing and processing plants

- MANUFACTURING FACILITIES
- CERTIFIED ORGANIC FARMS
- DISTRIBUTION/WAREHOUSING



GLOBAL FOOTPRINT

6 continents, 750+ places and spaces, millions of Amway Business Owners. With such a large global footprint, it's no surprise to see Amway wherever you are in the world.

Since 1959, Amway has expanded across the globe and now operates in more than 100 countries and territories. With a presence that stretches from South Africa to Thailand, England to Australia, you're likely to encounter one of the 750+ Amway spaces during your travels.

In addition to the Amway Center™ in Orlando, Florida, you'll also see the Amway™ logo and blue awning by the entrance of Citi Field in New York City. If you head to Tokyo, you'll see the Amway™ logo in the skyline of Shibuya, one of the city's trendiest neighborhoods.

AMERICAS

MARKETS

Brazil
Latin America
North America

CERTIFIED ORGANIC FARMS

Ephrata, Washington, U.S.
Jalisco, Mexico
Trout Lake, Washington, U.S.
Ubajara, Brazil

MANUFACTURING FACILITIES

Ada, Michigan, U.S.
Buena Park, California, U.S.
Quincy, Washington, U.S.

MAJOR DISTRIBUTION/WAREHOUSING HUBS

Ada, Michigan, U.S.
Norcross, Georgia, U.S.
Santa Fe Springs, California, U.S.
Sao Paulo, Brazil

AFRICA

MARKETS

Southern Africa

EUROPE

MARKETS

Europe
Russia

MAJOR DISTRIBUTION/WAREHOUSING HUBS

Budapest, Hungary
Moscow, Russia
Pruszkow, Poland
Venlo, Netherlands

INDIA

MARKETS

India

MANUFACTURING FACILITY

Tamil Nadu, India

GREATER CHINA

MARKETS

China
Hong Kong
Taiwan

MANUFACTURING FACILITY

Guangzhou, China

MAJOR DISTRIBUTION/WAREHOUSING HUBS

Beijing, China
Guangzhou, China
Shanghai, China
Taipei, Taiwan
Xi'an, China

ASIA PACIFIC

MARKETS

Australia
Japan
Korea
New Zealand
Southeast Asia

MANUFACTURING FACILITY

Binh Duong, Vietnam

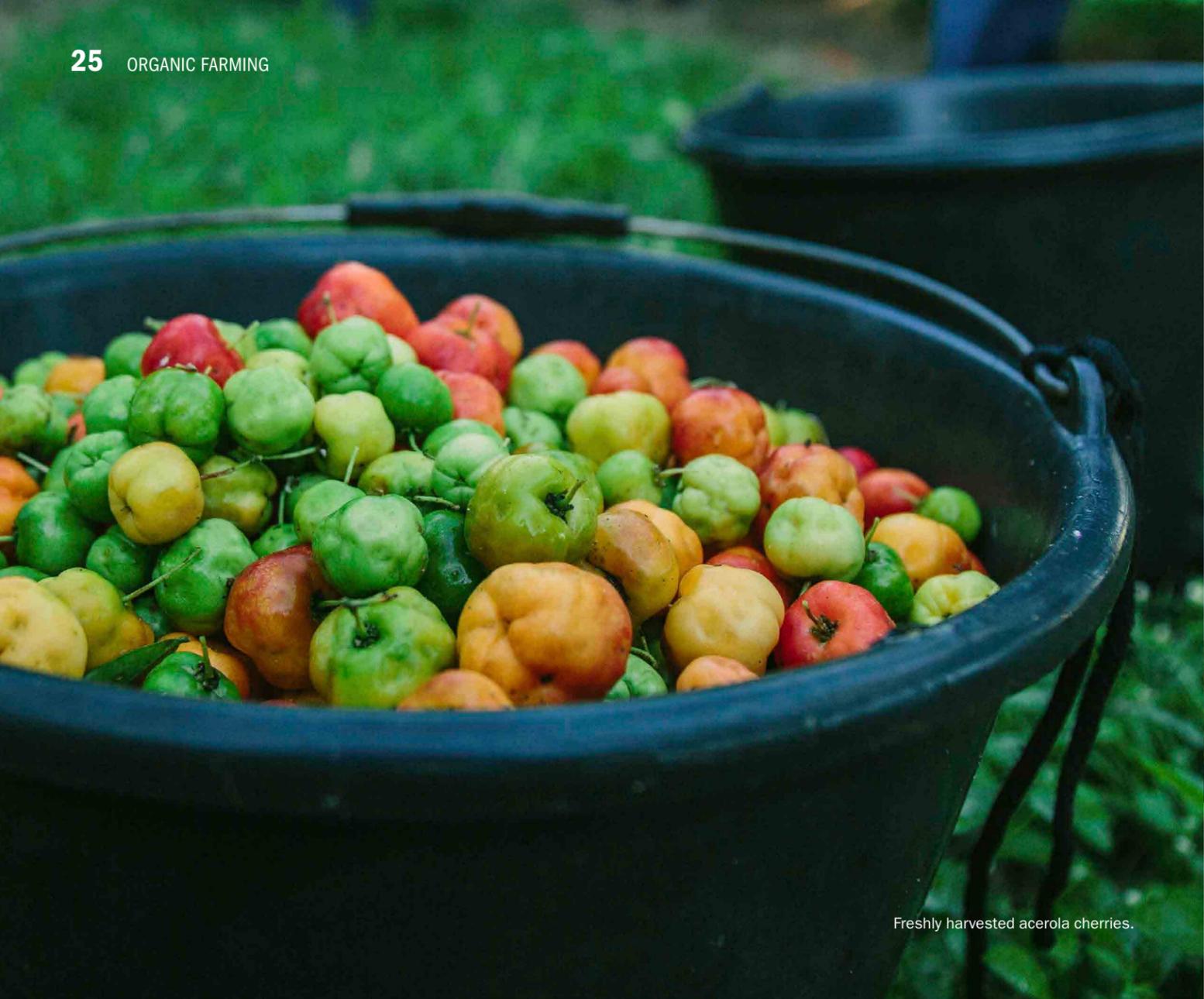
MAJOR DISTRIBUTION/WAREHOUSING HUBS

Busan, South Korea
Kobe, Japan
Samut Prakan, Thailand
Tokyo, Japan

FARMING HOW IT'S MEANT TO BE

Get to know Amway's certified organic farms >





Freshly harvested acerola cherries.

No to pesticides and chemicals. Yes to worms.

“I come from a family of farmers, so I love the country; the plants; the soil. That’s why I love my work.”

Anacleto Sosa, Amway R&D manager, stands like a farm superhero, surrounded by an expansive sea of spinach plants at Rancho El Petacal, one of the company’s certified organic farms. The farm is located only 100 kilometers from Mexico’s Pacific coast, taking advantage of the warm sea breezes.

Rather than relying on harmful chemicals, the farm relies on a variety of natural methods to keep the plants healthy and the ground fertile. One example is the five tons of worms that are farmed to provide rich nutrients that enrich the soil. In a healthy worm farm, the worms process the equivalent of their own weight each day. Their waste, or castings, is collected by watering and draining the worm beds multiple times. The result is 260,000 liters of nutrient-rich liquid humus a year, key to fertilizing the farm’s organic crops destined for ingredients to be used in Nutrilite™ products.

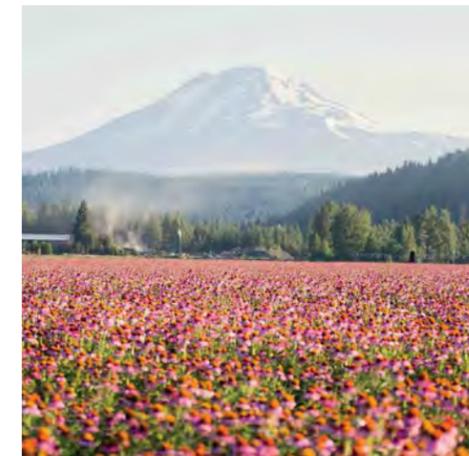
The farm team also makes their own organic fertilizer from a formula of alfalfa, water, milk and special strains of bacteria. This, combined with the worm farm’s liquid humus, is the only fertilizer that’s spread on the fields. That gives us all the benefits of traditional farming methods, but it’s all natural.

Similar methods are used at its sister farms in Trout Lake, Washington, U.S., where the farms are irrigated using nutrient-rich water runoff from the nearby glacier; and at the farm in Ubajara, Brazil, the site of our largest acerola cherry farm.



Photos clockwise from top:

A farmer tends to the acerola cherry tree nursery in Ubajara, Brazil; echinacea blooms at Amway’s farms in Trout Lake, Washington, U.S.; Amway R&D manager Anacleto Sosa in a field of spinach at Rancho El Petacal; fields of alfalfa ready for harvest at Rancho El Petacal; the entry to the haciendas at Rancho El Petacal; Amway relies on GPS-guided tractors to efficiently tend to the thousands of acres of farmland.



NEARLY 6,000 ACRES

Nutrilite™ is the only global vitamin and dietary supplement brand to grow, harvest and process plants on their own certified organic farms.*



* Euromonitor International Limited, euromonitor.com/amway-claims

“AT AMWAY, OUR BELIEF IS BY USING THE BEST OF OUR BUSINESS AND THE PASSION OF OUR PEOPLE TO SOLVE GLOBAL CHALLENGES AND IMPROVE INDIVIDUAL COMMUNITIES ALL OVER THE WORLD. WE HELP PEOPLE LIVE HEALTHIER, MORE EMPOWERED LIVES WITHIN AND BEYOND OUR BUSINESS.”

JEFF TERRY
AMWAY GLOBAL MANAGER
FOR CORPORATE
SOCIAL RESPONSIBILITY

GLOBAL FOCUS, LOCAL IMPACT



Solving global challenges

Amway developed the Nutrilite™ Power of 5 campaign as the extension of our Nutrition expertise to help fight childhood malnutrition around the world in accordance with Goal 2 of the UN Sustainable Development Goals 2030. According to the World Health Organization, 45% of children under 5 die prematurely because of malnutrition. Additionally, 155 million children are stunted and chronically malnourished, meaning their brains and bodies are not growing and developing to their full potential.

As a solution to this global issue, Amway developed Nutrilite™ Little Bits™, the first micronutrient powder for malnutrition enhanced with plant nutrients. Amway works with NGOs and governments to directly support initiatives and programs designed to improve the nutrition and health of children. In addition to providing Nutrilite™ Little Bits™, Amway provides nutrition education, food and supports regular health assessments to ensure children's health improves.

\$10

a month provides daily nutrition to a child for a month.

400,000

ABOs and employees were engaged in the Power of 5 campaign to support programs through events, rallies, runs and promotions in 2018.

500,000+

children will receive daily nutrition support through the Power of 5 campaign by the end of 2019.

39 **23**

local Power of 5 programs

countries



Empowering lives and improving local communities

Our business owes its success to our people: the employees and the Amway Business Owners. We help them to live up to their full potential through trainings, development opportunities and a supportive and fair working environment. Our efforts extend beyond our company too; Amway and its people have supported more than 14.5 million people through charitable contributions exceeding \$315 million and 4.5 million volunteer hours since 2003.

\$15.1 M

charitable contributions from Amway, employees and Amway Business Owners globally in 2018.

483,205

people helped through Amway efforts globally in 2018.

156,000

volunteer hours recorded globally in 2018.



THE FUTURE OF AMWAY

From India to Thailand, Ukraine to Mexico, the Amway business continues to give people the opportunity to take the first step toward financial flexibility. Whether it's selling products on the side part-time or building a sustainable business for the long term, there's never been a better time to join Amway. To keep up to date, follow the company on Facebook[†] (facebook.com/amway), Twitter[†] (@amway), YouTube[†] (youtube.com/amway) or Instagram[†] (@amway), or visit www.amwayglobal.com to find Amway in your country.

[†] Facebook[®] is a registered trademark of Facebook, Inc., Twitter[®] is a registered trademark of Twitter, Inc., YouTube[®] is a registered trademark of Google Inc., Instagram[®] is a registered trademark of Instagram, LLC.

1959



1969

1979

1989



1999

2009

2019

HERE'S TO THE NEXT 60 YEARS

AMWAYGLOBAL.COM

Access the digital media guide at mediaguide.amwayglobal.com