



A BUSINESS OPPORTUNITY FOR ENTREPRENEURS

Your Dream. Your Choice. Your Future.

Amway

“Dream big, dream small. It’s up to you. In this business you have the opportunity to control your own future.”

Doug DeVos, President

amway.com



“For over 50 years we’ve helped Independent Business Owners (IBOs) pursue their dreams. Together, we continue to succeed through building a strong community, providing training and mentorship, and helping IBOs every step of the way. The success of 3 million IBOs worldwide is built on a solid foundation: a family-owned business that hasn’t missed a bonus payment in 51 years, and a great product line. It’s a business that rewards people and allows them to live the lives they imagine.”

*– Sandy Spielmaker
Vice President, Sales*

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IS THIS THE RIGHT BUSINESS OPPORTUNITY FOR YOU?

We hope that once you learn more about the business opportunity that is waiting for you, you’ll agree with millions of others – **that having your own business is an opportunity worth pursuing.**



Amway Headquarters in Ada, Michigan

OUR BUSINESS STRENGTHS

This is simply the best and most rewarding way to start a business in the world today, with world-class products and great support. No other direct selling company matches our strengths:

- ✓ **Amway and its parent company achieve over \$9 billion in global sales annually and hold over 1,000 patents.**
- ✓ Family owned and financially stable.
- ✓ Products with a global reputation for quality.
- ✓ Free corporate support and training for IBOs.
- ✓ A network of IBOs that provides one-on-one help.
- ✓ Service in the communities where we live and work.
- ✓ **Over \$33 billion paid out in worldwide bonuses and incentives since 1959, and we've never missed a bonus payment.**
- ✓ Accredited by the Better Business Bureau.
- ✓ A member of the Direct Selling Association since 1962.



Steve Van Andel, Chairman Doug DeVos, President

“Imagine a life where you’re in control of your time. You decide when to start working. You don’t need anyone’s permission to go to your child’s soccer game. With an Amway independent business you can have this kind of freedom and the opportunity to gain financial rewards. We invite you to learn more about becoming an Amway Independent Business Owner. It’s an opportunity that can change your life!”

Our vision is quite simple – we work each and every day to help people live better lives.



BUSINESS BENEFITS

Individuals and couples who become Independent Business Owners (IBOs) find there are many benefits of being in this business:

- ✓ The ability to create a family business, one in which second and third generations can (and do) participate.
- ✓ The ability to earn income to supplement, replace, and sometimes even exceed current earnings.
- ✓ Flexible schedules that allow them to do the things they want.
- ✓ The satisfaction of building a better life for their families and themselves.
- ✓ Having the opportunity to help others build successful businesses.

As they build their businesses, the rewards continue with:

- ✓ Motivating cash bonuses for performance – over \$4 billion paid out in North America in the last 10 years.
- ✓ Educational and rewarding business conferences.
- ✓ Luxurious business meetings in world-class destinations.

Plus, our agreements with Partner Stores, such as Best Buy, Office Depot, and PETCO, help IBOs save money and earn bonuses, through special offers and discounts available only to them.

SOME OF OUR PARTNER STORES



Independent Business Owner Success Stories



Download a QR code reader on your mobile device, and scan the code to see more.

REAL PEOPLE, REAL SUCCESS

Read inspiring Independent Business Owner success stories at AchieveMagazine.com. You'll see why people from all walks of life choose this business and how they've changed their lives.



PRODUCTS WITH A DISTINCT ADVANTAGE

The beauty of this business is that **there are hundreds of high-quality products** that can help you build a healthy retail business. Products that are exciting to share because they are only available through your business. In fact, we're so confident in their performance that we offer an industry-leading 180-day Satisfaction Guarantee.[†] Products that keep customers coming back for more because they deliver as promised.



XS Energy Drinks boost energy without the crash that comes from a sugar high.

Download a QR code reader on your mobile device, and scan the code to see more.



PROUD SPONSOR OF A HEALTHY LIFESTYLE

Nutrilite is proud to be the official nutrition sponsor of the Rock 'n' Roll Marathon series, 14 rocking races that incorporate miles with music.

Amway also is the official sponsor of the San Jose Earthquakes professional soccer team.

Together with Kurt Warner, two time professional football MVP – and NUTRILITE® spokesman – we inspire others to lead an active lifestyle and strive to achieve optimal health.

Through these partnerships, we're sharing the importance of good nutrition with local communities. Learn more at NutriliteHealth.com.

HEALTH

NUTRILITE is the world's leading brand of vitamin, mineral, and dietary supplements*, offering wellness-promoting and sports nutritional products. And, it is the only global vitamin and mineral brand to grow, harvest, and process plants on its own certified organic farms.

Other top brands in the Health category include: XS® Energy Drinks, iCook® Cookware, eSpring® Water Purifier, Perfect Empowered Drinking Water®, and ATMOSPHERE® Air Purifier.

*Based on 2009 retail sales.

†Exclusions apply; for complete details, visit Amway.com and search for: Satisfaction Guarantee.



HEALTH



ARTISTRY Light Up Lip Gloss grabs attention wherever it shines.



Download a QR code reader on your mobile device, and scan the code to see more.



ARTISTRY PROUDLY SPONSORS THE MISS AMERICA ORGANIZATION

The Miss America Organization is the world's largest provider of scholarship assistance for young women. Together, through the ARTISTRY scholarship, we work to empower women to follow their dreams and achieve their goals. Learn more at artistrybeauty.com.



BEAUTY

ARTISTRY® is among the world's top five, largest-selling premium skincare brands.* The ARTISTRY product portfolio is designed to meet every beauty need, from the basics of ARTISTRY **essentials**, to the seasonal beauty of our trend colour collections, to the advanced anti-aging technology of TIME DEFIANCE® skincare products. ARTISTRY products feature innovative ingredients and proven performance at competitive prices.

*Source Euromonitor International Limited; Beauty and Personal Care database, premium cosmetics sector, global 2009 RSP, global brand name classification.

ARTISTRY®



BEAUTY





HOME CARE PRODUCTS

In 1959, we launched Liquid Organic Cleaner (L.O.C.®). It was the first of its kind – a high-performing product that contained biodegradable cleaning ingredients without harm to the environment. Now, over 50 years later, our dedication to creating cleaning products that work hard yet are easy on the environment remains unchanged. **Our exclusive LEGACY OF CLEAN™ laundry and cleaning products are created to handle even the messiest jobs with natural, biodegradable cleaning ingredients** like orange oil – never harsh chemicals or noxious fumes. Our legacy is built on a solid promise – one that proves itself each time you use these laundry and cleaning products. POSITIVELY CLEAN SINCE 1959.™



In 1989, Amway Corp. received the United Nations Environment Programme Achievement Award for promoting environmental education and awareness, and for encouraging youth to make the environment a priority.



Recognized for Safer Chemistry
www.epa.gov/dfe

EPA/DfE recognition does not constitute endorsement of this product. The Design for the Environment logo signifies that the formula for this product, as Amway has represented it to the EPA, contains ingredients with more positive health and environmental characteristics than conventional cleaners. EPA/DfE relies solely on Amway, its integrity and good faith for information on the composition, ingredients, and attributes of this product. EPA/DfE has not independently identified, i.e. via chemical analysis, the ingredients in the product formula, nor evaluated any of Amway's non-ingredient claims. EPA/DfE expresses its judgment and professional opinion only as to the environmental and human health characteristics of the product, based on currently available information and scientific understanding.



HOME



GIFTS & INCENTIVES

The *Ribbon* Gift & Incentive Program makes gift-giving and incentive programs easy.

Each Gift Collection is packed with impressive, name-brand items for virtually everybody and every occasion. Customers simply preview and select Gift Collections for friends and family. The recipient makes their gift choice and uses a *Ribbon* Gift Card to order online. There are no shipping charges, and gift cards never expire.

Some very successful IBOs sell *Ribbon* Gift Collections to businesses to use as incentives for employees and customers.



JEWELRY AND ACCESSORIES

PERSONAL ACCENTS™ is a complete collection of distinctive and affordable jewelry, accessories, and fragrances for women and men. There's something to fit every style, every budget, and every fabulous moment. Plus, we provide your customers free standard shipping on all PERSONAL ACCENTS jewelry and accessories.



GIFT



A business opportunity for a better life.



The legacy of our founders Jay Van Andel (above left) and Rich DeVos (above right) continues through the leadership of their sons, Steve Van Andel, chairman (inset left), and Doug DeVos, president (inset right).



WHERE IT ALL BEGAN

The Amway story begins with two friends in West Michigan who wanted a better life for their families. Jay Van Andel and Rich DeVos launched their business in 1959 with Liquid Organic Cleaner (L.O.C.®). Today, we have a presence in more than 80 countries and territories, but is still rooted in Ada, Michigan, and in what Rich and Jay discovered more than 50 years ago – **people and relationships are the core of this business.**



This business opportunity was founded on principles that are carved in stone in front of the World Headquarters in Ada, Michigan: **Freedom, Family, Hope, and Reward.**

Amway will:

- ✓ Support the fundamental **freedom** of people to determine their own future.
- ✓ Allow the time and resources to protect and nurture **family**.
- ✓ Offer **hope** to individuals.
- ✓ Present the opportunity to receive **reward** in proportion to individual efforts.

These ethical and operational standards guide both the company and its Independent Business Owners (IBOs) in all activities – past, present, and future.

SET YOUR BUSINESS GOALS

This is your business and only you can determine how much time and effort you want to put into it and what you want to get out of it. Determine what success means to you, then work with your sponsor and the Amway IBO Compensation Plan to create your individual path to success.

EXAMPLES OF WHAT OTHERS ARE EARNING

The table below provides average Calendar Year 2010 North American Annual Compensation for all IBOs who achieved at least the Q12 Platinum Award level during the year.

Earn More!
 Since 1959, Amway has paid out more than \$33 billion in bonuses and incentives to IBOs around the globe. And we've never missed a bonus payment!

AWARD LEVEL	AVERAGE ANNUAL COMPENSATION ¹	HIGHEST ANNUAL COMPENSATION ¹
Q12 Platinum ²	\$51,437	\$256,898
Founders Emerald ³	\$135,052	\$709,022
Founders Diamond ⁴	\$602,467	\$2,717,198

LAST YEAR, NEARLY **300,000 NORTH AMERICAN IBOs** RECEIVED A BONUS.

The average monthly Gross Income for “active” IBOs was \$202.

Approximately 46% of all IBOs were active.

U.S. IBOs were considered “active” in months in 2010 when they attempted to make a retail sale, or presented the Amway IBO Compensation Plan, or received bonus money, or attended an Amway or IBO meeting. If someone sustained that level of activity every month for a whole year, their annualized income would be \$2,424. Of course, not every IBO chooses to be active every month. “Gross Income” means the amount received from retail sales, minus the cost of goods sold, plus monthly bonuses and cash incentives. It excludes all annual bonuses and cash incentives, and all non-cash awards, which may be significant. There may also be significant business expenses, mostly discretionary, that may be greater in relation to income in the first years of operation.

¹Includes compensation from Amway IBO Compensation Plan and Growth Incentives (GI) Program during 2010. For more details on qualifying for the GI Program and the requirements for good standing, see the back of this brochure and information on Amway.com, or contact Amway Sales.

²Approximately 0.25% of IBOs in North America achieved at least Q12 Platinum status (but not Sapphire or higher) in the calendar year ended December 31, 2010.

³Approximately 0.08% of IBOs in North America achieved at least Founders Emerald status (but not Founders Diamond or higher) in the calendar year ended December 31, 2010.

⁴Approximately 0.02% of IBOs in North America achieved Founders Diamond or higher in the calendar year ended December 31, 2010.

For average annual compensation and highest annual compensation at all IBO levels, go to Amway.com and search for: compensation chart.

A low-risk, low-cost business opportunity that is open to everyone.



YOUR PARTNERS IN SUCCESS

You can count on the following standards that guide this business opportunity:



1. Almost anybody can become an Independent Business Owner (IBO).
2. IBOs renew their commitment to remain in the business each year.
3. This is an affordable business; you don't need to go into debt to start your business.
4. The Amway IBO Compensation Plan rewards you for the work you do.
5. Your independent business has the ability to be passed on to heirs, so it can truly be a family business.
6. You have the opportunity to build your business internationally.
7. It's not too late to get in the business. Someone starting today has the same opportunity as someone who started over 50 years ago.

START YOUR INDEPENDENT BUSINESS FOR AS LITTLE AS \$62

Welcome Kit, included with \$62 registration fee

As a new Independent Business Owner, you'll receive a step-by-step guide to help you understand the business and take advantage of early bonus programs.



Optional Product Kit, \$83.99 (\$150 value, at Suggested Retail Price)

In the Optional Product Kit you'll receive \$150 worth of full-size products to try and numerous samples to share. You'll also receive product brochures and tools to help you introduce the products to customers.



MAKE MONEY WHEN YOU, OR OTHERS YOU SPONSOR, SELL PRODUCTS

Very simply, you can make money by selling products to customers, and helping new IBOs you sponsor to sell products and build their businesses.

For some people you know, products offered by your business will fill their needs, and you can earn retail profit as well as additional potential income through monthly bonuses for these sales. Others may be looking for an opportunity to earn income, and this business will appeal to them. When you sponsor them, you can be rewarded for the business volume they generate.

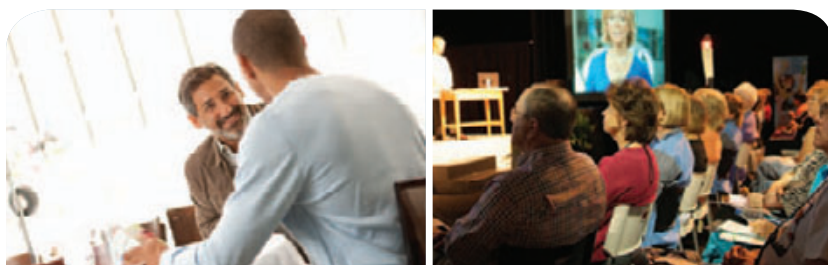
The AMWAY™ business opportunity is unlimited.

PROVIDING GUIDANCE AT EVERY STEP

With over 50 years of business experience, we understand how to navigate market conditions and help IBOs succeed with:

- ✓ Customer support to answer any and all questions.
- ✓ Live and online training courses for sales and product knowledge.
- ✓ The AMWAY iPhone® App for placing orders and online business management.
- ✓ Incentive programs that reward business success.
- ✓ Leadership and business training.
- ✓ Independent Business Owners Association International (IBOAI), an organization, independent of Amway, that serves as your advocate and advises the Corporation on your behalf on business-related topics.
- ✓ Training and support are also available from your sponsor and others.





ADDITIONAL SUPPORT FOR YOUR BUSINESS

As you build your business, you will likely have some questions. Your sponsor has a vested interest in helping you succeed, so don't be shy about reaching out for help. You can also turn to the IBOAI (iboai.com), your trade association, dedicated to serving the common interests of all IBOs.

Some successful IBOs share their knowledge of success through the creation and sale of Business Support Materials (BSM), under the guidance of the AMWAY™ ACCREDITATION PLUS™ Program. The intent of these optional materials is to help IBOs succeed in reaching their goals. BSM may include DVDs, CDs, books, websites, seminars, and business conventions. The additional income some IBOs may earn from the sale of BSM is separate from their earnings under the Amway IBO Compensation Plan.*

IBOs are not required to purchase BSM. However, many IBOs have found BSM helpful in building their businesses. As an Independent Business Owner, where you turn for business insight is completely up to you.



Amway ONE by ONE
campaign for children



MAKING A POSITIVE DIFFERENCE

In addition to supporting our internal community, we believe in helping those around us. Through the AMWAY ONE BY ONE CAMPAIGN FOR CHILDREN® program, our employees and IBOs support numerous causes, including Boys & Girls Clubs of America, Easter Seals, U.S. Dream Academy, and disaster relief. We believe that the Power of Positive includes the power of caring – something we have been doing for over 50 years.

Learn more about what's being done locally and globally at Amway.com/PositiveCommunities.

*Amway does not compensate IBOs for BSM sales, nor does Amway receive compensation for BSM sales.

ARE YOU READY TO START?

You've had a chance to hear how this business opportunity has the potential to fulfill dreams. You've read through this brochure and learned more about who and what will be supporting your business opportunity efforts.



If you answer any of these questions with a yes, we hope you consider taking advantage of this opportunity:

- ✓ Do you want extra monthly income?
- ✓ Do you want more quality time with your family?
- ✓ Do you want to own your own business?
- ✓ Do you like helping people find products and opportunities that can make their life better or easier?

Perhaps today is not the right time for a change. That's OK. Keep the brochure, check out Amway.com, talk with the person who introduced you to Amway, and review it all again in a little while.

If you're ready to become an Independent Business Owner, or if you want to learn more, contact the person who shared this opportunity with you.

START YOUR INDEPENDENT BUSINESS WITH THE CONFIDENCE OF THE AMWAY ASSURANCE PROGRAM:

- ✓ **We stand behind our products with a 180-day, 100% Satisfaction Guarantee.***
- ✓ **100% money-back guarantee on your business registration fee in the first 90 days after you register.**
- ✓ **100% money-back guarantee on training materials and services purchased and returned through an Approved Provider in the first 90 days after you register.**

*Exclusions apply; for complete details, visit Amway.com and search for: Satisfaction Guarantee.

“You can’t predict the future, but you can follow your dreams.”

Jay Van Andel, Amway co-founder

CONTACT ME TO START YOUR INDEPENDENT BUSINESS OR PURCHASE PRODUCTS THROUGH MY BUSINESS:

Visit Amway.com or call 800-253-6500.

The Amway Independent Business Owner Compensation Plan (IBO Compensation Plan) offers monthly and annual bonuses that IBOs can earn in accordance with their contract with Amway. IBOs may also qualify for the Amway Growth Incentives Program (GI Program), a collection of discretionary programs separate from the IBO Compensation Plan and that can vary from year to year. IBO eligibility for the GI Program is at Amway’s discretion. The GI Program is available only to IBOs in “good standing,” and those whose conduct demonstrates high ethical and business standards aligned with the goals and objectives of Amway and its related businesses.

For more details on qualifying for the GI Program and the requirements for good standing, visit Amway.com and search for: Business Reference Guide.



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