



U.S. Impact Report

REFLECTIONS ON 2023

PEOPLE HELPING PEOPLE

Amway[™]

PEOPLE HELPING PEOPLE

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Introduction.

A Word from Andrew Schmidt

About Amway

Amway at a Glance

Americas' Presence

A word from Andrew Schmidt.

MANAGING DIRECTOR, AMWAY NORTH AMERICA

It's my pleasure to share with you Amway's United States Impact Report—a testament to the dedicated people who power Amway and live our values every day.

Everything we've accomplished in our 64 years of operation is because of the dedication, passion and agility of Amway employees and Independent Business Owners (IBOs) in the United States and across the world. It's an incredibly diverse group bound together by our common desire to help people live better, healthier lives.

Amway is the #1 direct selling business in the world,* and North America is the second largest Amway market. I'm pleased to report that Amway North America has achieved revenue over US\$1B each year for the last 8 years. The passion and entrepreneurial spirit here are stronger and more evident than ever. This is all because employees work with hundreds of thousands U.S.-based IBOs who run their businesses each day by providing people proven products and the option of the Amway opportunity.

You'll also see in these pages how Amway and IBOs are making a positive impact on the communities where we live, work and play—through corporate social responsibility and our efforts to protect and preserve the environment.

Our business was built in the U.S., on the bond between two close friends and has blossomed into a longstanding collaboration between their families, employees and business owners—across the globe and right here at home. People are the soul of our company, and as our founders often said, the most precious resource of all.

“As we look to the future, we’re excited to keep growing our business, and even more importantly, helping people and communities thrive via the entrepreneurial spirit.”



@AndrewSchmidtana

* As ranked by Direct Selling News Global 100, published in the 2024 edition of Direct Selling News, based on 2023 revenues.



INTRODUCTION

About Amway

Getting to know us.

Amway is an entrepreneur-led health and wellbeing company based in Ada, Michigan, U.S.

We are committed to helping people live better, healthier lives across more than 100 countries and territories worldwide. According to Forbes magazine, we are among America's Top 100 largest private companies. Our top-selling brands are Nutrilite™, Artistry™ and XS™—all sold exclusively by entrepreneurs who are IBOs.



Amway was founded in 1959 by Rich DeVos and Jay Van Andel and quickly revolutionized the business model known as direct selling. Today, we continue to empower IBOs to be leaders in holistic health and wellbeing commerce.

Amway is the No. 1 direct selling business in the world, according to the 2023 Direct Selling News Global 100. In this U.S. Impact Report, you will learn what drives us to deliver innovative products to our IBOs and their customers after more than 60 years.



Amway at a glance.



2023 BY THE NUMBERS

US\$7.7B

AMWAY IS THE WORLD'S NO. 1
DIRECT SELLING BUSINESS

Ranked by the DSN Global 100
2024 edition, based on 2023 revenue.

14K+

employees around the world.

750+

patents and patents pending.

3,300

U.S. employees with >50% working
on our farms, manufacturing and
distribution lines.

670K+

square footage of manufacturing
space for production of products.

1M+

IBOs around the world.

13

Amway Scientific Advisors who are
global leading experts in the fields of
health, nutrition and beauty. **Learn more
about our Scientific Advisors.**

OUR GLOBAL
FAMILY OF

800+

scientists, engineers and technicians work
with leading universities, science institutes
and advisory boards to conduct world-class
research and product development.

NEARLY

6,000

acres of certified-organic farmland in the U.S.,
Mexico and Brazil, where we grow and harvest
plants, using sustainable, regenerative farming
methods. **Learn more about our Nutrilite™ farms.**

100+

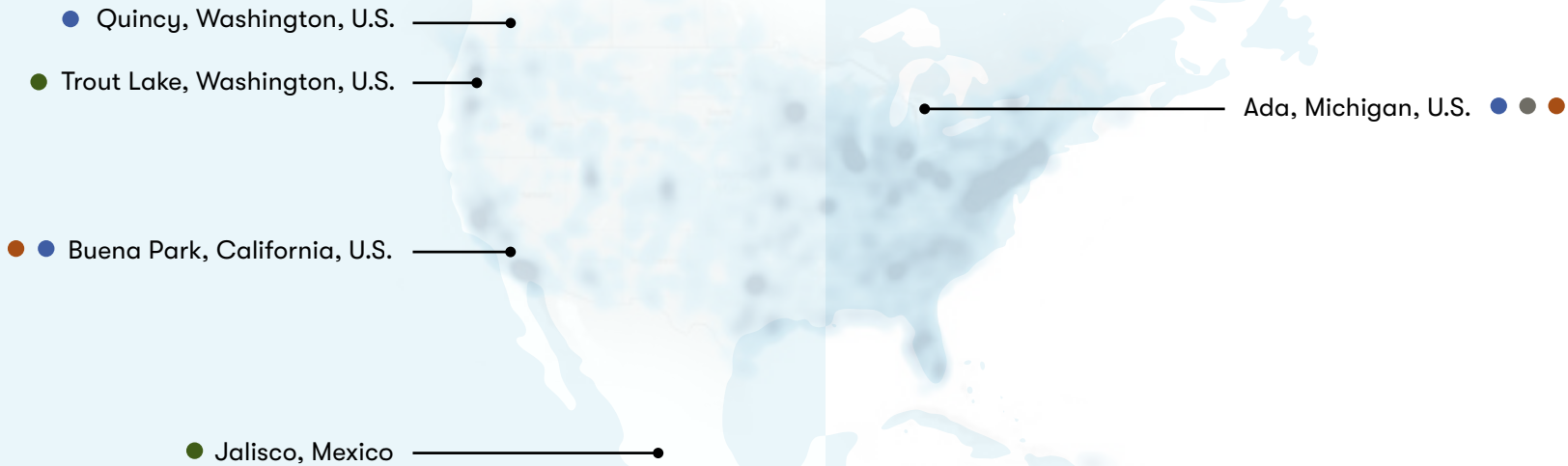
countries and territories in which
Amway operates.

70%

of products sold in the U.S. are produced
in Amway's U.S. manufacturing sites.

~280K

Americans are part of the Amway
model as IBOs.



Americas' presence.

Amway takes pride in the products we not only research and develop in the United States, but also manufacture and distribute here.

Around 70% of the products Amway sells in the U.S. are manufactured in the U.S., whether by Amway or one of its suppliers. In recent years, we've doubled down on our presence, investing more than US\$300 million in U.S. manufacturing operations and adding 1 million square feet to our U.S. locations. On top of this, we have an extensive U.S.-based IBO network, working to distribute those products to better aid and improve the wellbeing within their own communities.

- CERTIFIED ORGANIC FARMS
- MANUFACTURING FACILITIES
- FIRST MILE WAREHOUSE HUBS
- GLOBAL PLANNING AND PROCUREMENT



People and culture.

Who We Are

Our Stakeholders and North American Leadership

Our Values

Diversity, Equity and Inclusion



PEOPLE AND CULTURE

Who We Are

We are People Helping People.

Who we are makes us what we are. We are part of a global family of people who are wildly passionate about helping people live better, healthier lives.



BOARD OF DIRECTORS



STRATEGIC PARTNERS



COMMUNITIES



EMPLOYEES



INDEPENDENT BUSINESS OWNERS



CUSTOMERS



PEOPLE AND CULTURE

Our Stakeholders and North American Leadership

Meet our passionate leaders.

Our leaders are united in supporting lives centered around holistic health and wellbeing that are packed with fresh potential and positioned for the future. They are charting a path inspired by the legacy of our Founding Families, hiring and inspiring good people, empowering IBOs to grow healthy communities and helping to improve the lifespan for people around the world.



MILIND PANT
Chief Executive Officer



ANDREW SCHMIDT
Managing Director,
Amway North America



SCOTT SCHEIDMANTEL
Vice President of Sales,
Amway North America



KELLI TEMPLETON
Chief Marketing Officer,
Amway North America



MICHAEL NELSON
Chief Operating &
Chief People Officer



ASHA GUPTA
Regional President,
Asia & Chief Strategy &
Corporate Development
Officer



JOHN PARKER
Chief Sales Officer
& Regional President West



BECKY SMITH
Chief Financial Officer



PETER STRYDOM
Chief Marketing Officer



ANOUCHAH SANEI
Chief Innovation &
Science Officer



ASHISH KHAN
Chief Technology &
Platform Officer



PEOPLE AND CULTURE

Our Values

Our business was built on six values.

We exist to help others live better, healthier lives.

To help us realize this belief in others, we follow the six values our business was built upon: partnership, integrity, personal worth, achievement, personal responsibility and free enterprise.

Our founders, Rich DeVos and Jay Van Andel, believed that the Amway business is for everyone. Our values help ensure that their belief remains our promise.





PEOPLE AND CULTURE

Diversity, Equity and Inclusion

Driven by something bigger.

When your purpose is helping people live better, healthier lives, it gives every encounter greater importance.

Out in the world, we're helping people pursue more active lifestyles, discover their inner and outer beauty and create healthier homes. And behind the scenes, we're empowering Independent Business Owners (IBOs), getting involved in the community and growing our diversity, equity and inclusion efforts. It's the culmination of all these things that makes Amway a special place to work.

It's never been about one of us. It's always been about all of us, across more than 100 countries and territories worldwide, maximizing each other's growth, knowledge, talent and potential. That's the beauty of a diverse workplace—bringing different ideas and points of view together to make something great.



WE'RE COMMITTED

Diversity

A workforce that unleashes the power of different backgrounds, cultures, experiences, preferences and perspectives to accelerate growth and innovation.

Equity

A commitment to remove barriers, provide equitable access and create flexible programs, practices and support to meet the needs of all Amway employees.

Inclusion

An environment that welcomes, values and empowers people from all backgrounds to thrive as their true selves and contribute to Amway's success. A sense of belonging is an essential part of an inclusive workplace. We invest in employees, provide educational resources and access to Inclusion Networks, and address relevant diversity, equity and inclusion topics to equip employees to be workplace allies.



Corporate social responsibility.

Be the Change

Health, Nutrition and Wellbeing

Empowerment

Disaster Relief

Engagement

Sustainability

Traceability



Be the change for a better world.

One of the traits that has always made Amway “Amway” is our commitment to those around us.

We believe that it is our responsibility to use the passion of our people to impact communities in every market where we do business. This commitment has always been about more than the words we say. It’s about the actions we take, and the examples on the following pages demonstrate our values coming to life through global community efforts.



BE THE CHANGE

CORPORATE SOCIAL RESPONSIBILITY PILLARS

Health, Nutrition and Wellbeing

Support access to critical nutrition, health and wellness education to help children and families thrive and live healthy, properly nourished lives.

Empowerment

Empower individuals to be agents of positive development for themselves, their families and their communities.

Engagement

Drive a culture of community engagement and volunteerism that helps employees and Independent Business Owners (IBOs) connect, contribute and commit.

40 years of making a difference.

Easterseals

Since 1983, Amway and IBOs have contributed over US\$35M to Easterseals in support of children and adults with disabilities.

Easterseals chapters across the country provide services and programs to 1.5 million individuals with disabilities. Easterseals aims to address disparities throughout multiple diverse populations, specifically within the social determinants of health, including access to quality education and health care, stable employment and community engagement.

In 2023, Amway and Easterseals celebrated their 40th anniversary of helping people live better, healthier, more independent lives.



Bringing more dreams within reach.

U.S. Dream Academy

Co-founded by IBOs, Amway and the U.S. Dream Academy connect children of incarcerated parents with nurturing mentors.

Since 2006, Amway, employees, and IBOs have contributed a total of US\$7,176,646.30 to the U.S. Dream Academy's programs, leading the next generation of global-minded, character-driven youth toward actualizing their full potential. We are proud to have helped over 11,000 children from elementary to high school reach their dreams since the inception of the U.S. Dream Academy.

In 2023, Amway employees and IBOs volunteered to lead weekly in-person programs and virtual mentorship sessions, covering three key elements: skill-building, character-building and dream-building, reaching over 1,000 children.



+11K

LIFETIME CHILDREN IMPACTED



Supporting the recovery effort.

Hawaii Wildfire Relief

In August 2023, Hawaii experienced one of the deadliest wildfire incidents in the U.S. in over a century, and the worst natural disaster in the state's history.

Amway quickly announced plans to contribute US\$50,000 to recovery efforts and employees collaborated to fill and pack care packages, which were distributed directly to those who resided in Lahaina.

But the more IBOs, customers and employees saw the devastation to homes and businesses, the more they gave. As of December 2023, more than US\$155,000 has been donated by Amway, employees, IBOs and customers to the relief efforts led by the American Red Cross.



\$155K+

IN RECOVERY EFFORTS

AMWAY CARES



Our community of employees and IBOs collectively logged over 212,000 hours of volunteer time in 2023—equaling nearly 9,000 days of People Helping People.



Serving communities locally to effect change globally.

The power of People Helping People shows up when we unite the best of our business and the passion of our people to impact communities around the world.

With a strong focus on our three corporate social responsibility pillars, we've stayed true to our grant-funding priorities and donated millions of dollars to more than 150 U.S. non-profits this year. Amway continues to ensure nutrition, health and wellness programs are available to our most vulnerable populations. We've also empowered our people to be change agents in their local community.

At our Amway Cares event, more than 600 employees showed up to serve 28 non-profit organizations across several cities near our hometown of Ada, Michigan, U.S. Clocking more than 5,000 volunteer hours, employees supported 36 projects, including yard and nature trail clean-up, food preparation and packaging and workplace organization and maintenance.

One very special project included a kid-designed, community-built playground. About 3,000 volunteers teamed up to provide an outlet for community kids to enjoy the outdoors and develop healthy habits.



Every day, our work continues.

Amway continues to advance its long-standing legacy of sustainability in its farming and manufacturing practices.

We have made strides in reducing our environmental footprint in key areas. Examples include our sustainable farms, traceability practices, packaging advancements and use of renewable energy and waste reduction at our manufacturing sites. We are aligned to a strategy to enhance and progress our efforts.

AMONG THE **1st**

companies in MI to invest in wind power since 2010

100%

of electricity used to manufacture Artistry™ + glister™ products is offset by wind power

2

Silver LEED certifications for our buildings at Amway campuses in the U.S.



**ADVOCATING,
EDUCATING AND
IMPLEMENTING**

We continue to make progress on our regenerative farming practices that help restore the land, capture carbon and use resources responsibly on our nearly 6,000 acres (about 2,400 hectares) of certified organic farmland.

We've activated guidelines for more thoughtful product creation, from reducing the carbon footprints of new formulas to packaging that uses more recycled content, easier-to-recycle materials or less material overall.

We're installing or updating systems that save energy, reduce emissions and minimize waste in our distribution systems and operations around the globe. We're assessing all areas of our business to identify opportunities for the greatest impact, as well as how to most effectively measure, track and report progress.

Conserving energy in manufacturing.

Our Ada, Michigan, U.S., facilities re-engineered their office HVAC systems, utilizing heat recovery and eliminating a chiller, resulting in substantially reduced energy usage, chemical usage and wastewater. This location will continue to pursue this same technology to capture and use “waste” to heat buildings while making other upgrades that, taken together, are making meaningful carbon footprint reductions.

Protecting plants and natural resources.

Amway grows botanicals for many Amway products on nearly 6,000 acres of certified organic farmland, where we prioritize sustainable use of resources and traceability. Our farming practices protect soil health, minimize pollution and ensure the availability of quality water.

Our Trout Lake West farm in the state of Washington, U.S., produced approximately 1,200 tons (nearly 1,100 metric tons) of compost made from its plant waste, reclaimed soil and local dairy manure in 2023. The change improves soil health, reduces erosion and manure emissions and eliminates the need to truck in compost from 300 miles (483 km) away.

Our Trout Lake East farm, also in Washington, U.S., reduced carbon emissions significantly when it custom-engineered large transport boxes and redesigned a processing flow to eliminate long-distance transport. The boxes hold 20% more plant material (meaning more efficient processing), meet sturdiness requirements and are 100% recyclable locally at the end of their useful life.



CONSERVING MORE ENERGY

We introduced a next-generation eSpring™ water treatment system in Hong Kong (with expansions in additional countries in the coming years), which uses 25% less energy than the previous model and eliminates the need to dispose of UV light bulbs every year. The unit treats the equivalent of up to 10,000 16-ounce (500-ml) disposable plastic water bottles annually with one carbon filter.*

* Filter life depends on water quality and usage.

RECYCLED PACKAGING

Throughout 2023, there were efforts made across the globe to incorporate post-consumer recycled content (PCR) into Amway products of all shapes and sizes. For example, several markets launched the new Artistry Labs Retexturizing System, which contains 40% PCR in both the peel and serum pump packages.



NUTRILITE™ ORGANICS

Through the introduction of our Nutralite Organics line, we've taken deliberate steps toward sustainability by minimizing our use of packaging materials. For instance, our Plant Protein packaging incorporates 43% PCR material, reducing plastic consumption by 69% compared to our previous version.* This translates to an annual savings of 8.7 million water bottles,** significantly lessening our environmental impact.

* Nutralite All Plant Protein Powder ** 9.9g PET water bottle

Transparency beyond ingredients.

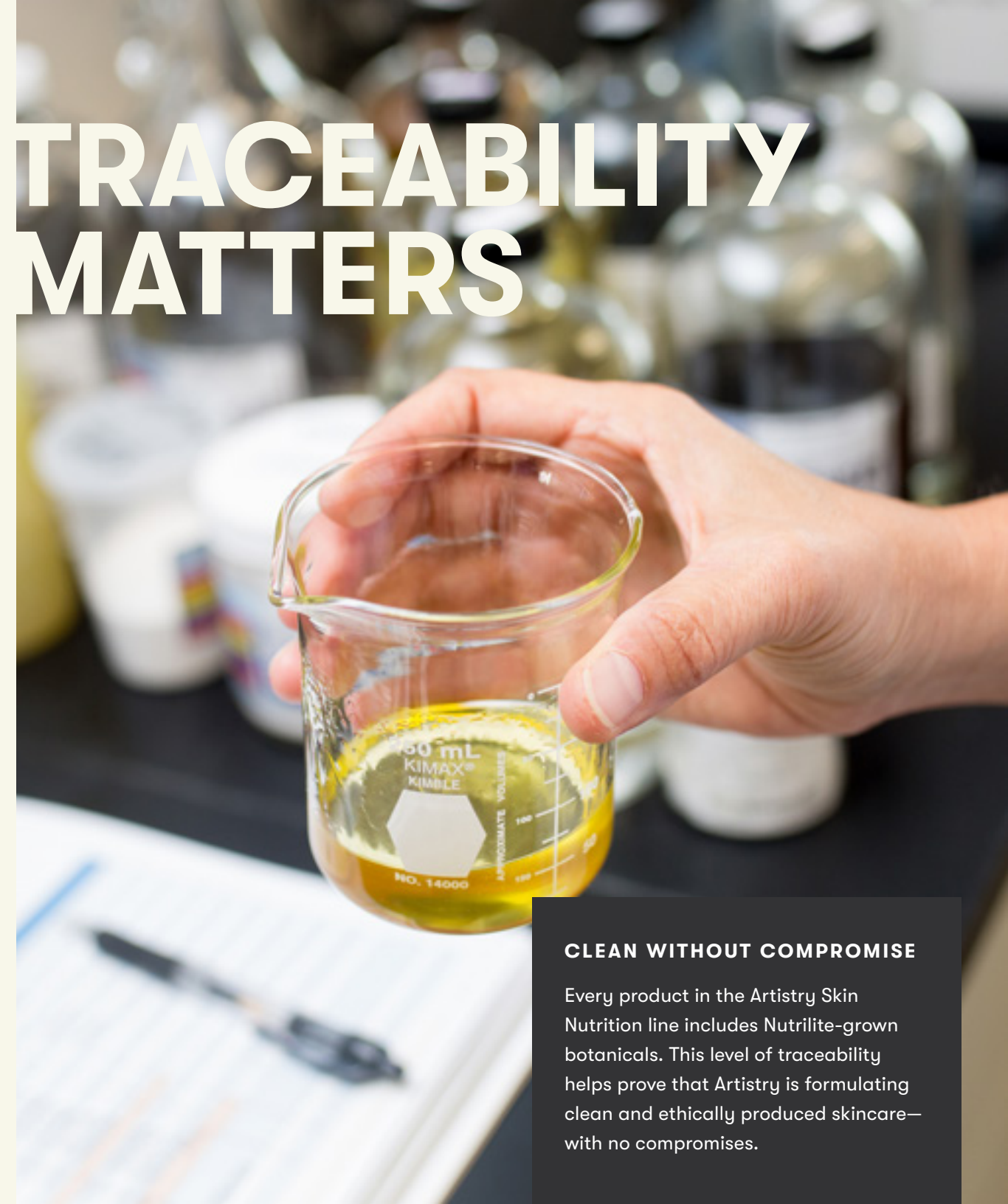
If you can't see how it's made, question whether it's traceable.

How a product is made matters, and Amway brands are built on our belief that you have the right to know our products' creation details so you can make informed choices. Traceability at Amway gives you an inside look at every step that ensures a product is pure, safe, effective and better for the planet—and the tests it passes along the way to prove it.

The traceability bar is set exceptionally high throughout our supply chain. Our supplements, skin and body care products and toothpaste contain traceable botanicals sourced from four Amway-owned organic certified farms or NutriCert™ certified partner farms around the globe, where we enforce strict visibility, quality and sustainable practice measures. Non-botanical suppliers also meet rigorous visibility and quality standards similar to those we require of our own processes. This means you can trace the details right down to shipping of the final product.

* NutriCert is our exclusive agricultural certification program that ensures our partner farms meet the same quality requirements that we adhere to on our own farms. Every farm that furnishes botanicals and plants used in Nutrilite products must meet our strict NutriCert quality standards for purity, safety and efficacy.

TRACEABILITY MATTERS



CLEAN WITHOUT COMPROMISE

Every product in the Artistry Skin Nutrition line includes Nutrilite-grown botanicals. This level of traceability helps prove that Artistry is formulating clean and ethically produced skincare—with no compromises.



NUTRILITE™

Nutriline stands out from supplement brands that say they're traceable but offer no details to prove it. You never have to hope a Nutrilite product meets your expectations, because every step of its creation is transparent. From the science to the farms to the product delivered to your hands, we trace every detail about the ingredients, the processing, the relentless safety and quality tests and checks. We trace details of our sustainability journey, too. **Experience our rigorous nine-step traceability process at nutrilitetraceability.com.**



ARTISTRY™

Artistry's traceability promise is your assurance that our products are safe and do what we say they'll do. We document the science behind our formulas and the details of raw ingredient quality. Artistry skincare products can have more than 400 traceable tests and checks performed, from raw ingredient testing through finished product testing, that verify the quality of each batch.



G&H™

g&h bath and body care products are formulated from naturally inspired ingredients to be gentle on your family's skin and the environment. g&h brand traceability provides proof that everything possible was done to preserve the benefits that the label promises, and to do right by people and the planet throughout their creation. Through this process, we ensure that ingredients are not diluted or contaminated throughout the products' creation. We even trace the tests that ensure the packaging is in perfect condition.



GLISTER™

glister oral care has a 50-year history of traceable documentation—including third-party validation—revealing how glister toothpaste formulas have been made pure, safe and effective from the beginning. glister is leading the way for traceability in the oral care industry.



Empowering entrepreneurs.

Amway Brands

Owning an Amway Business

Creating Community



EMPOWERING ENTREPRENEURS

Amway Brands

Better, healthier living by design.

For more than 60 years, we've been developing nutrition, beauty, personal care and home products that help people live better, healthier lives.

At Amway, we believe responsibility and transparency matter. That's why we aim to ensure that each product we put our name on isn't just good for you, but also good for the world. We also maintain complete transparency around what goes into our products, empowering customers to make informed choices. This way, they can be confident they're choosing a safe and effective option.





EMPOWERING ENTREPRENEURS

Amway Brands

350+ PRODUCTS

Amway family of brands.

Amway brings together the best of science and nature to develop products and programs designed to support individuals' wellbeing journeys.

As we deepen our focus on health and wellness—including healthy weight, fitness, healthy aging, skin health and more—we're equipping Independent Business Owners (IBOs) with scientifically backed programs and tailored product solutions.

And together, we're helping to bring meaningful change to people's lives.

ARTISTRY™

ATMOSPHERE
SKY™

ICOOK™


eSpring™

glister™

G&H

Amway
home™

 nutrilite™

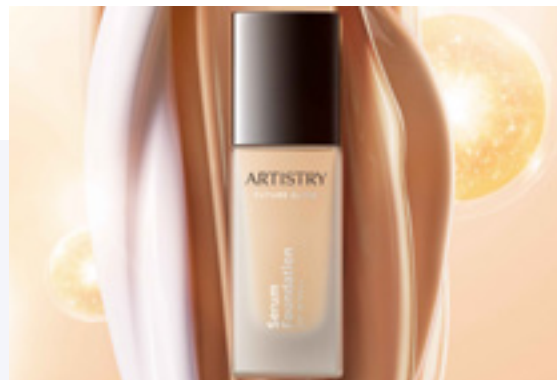
SATINIQUE 

XS



NUTRITION

From the nearly 6,000 acres of certified organic, Amway-owned farms as well as botanicals sourced from partner farms located on every continent except Antarctica, Nutrilite™ is committed to bringing the earth's finest nutrients and health and wellness solutions to IBOs and their customers. This is done through innovation in technology, health and botanical science—extracting the best from nature with plant-based nutrients to provide vitamin, mineral and dietary supplements designed to fill nutritional gaps in your diet.



BEAUTY

Rooted in 85 years of phytonutrient research, plus extensive molecular science, Artistry™ approaches beauty holistically. The “science of skin” combined with our cutting-edge formulas ignite a powerful pathway to reduce the appearance of fine lines, uneven texture and the other visible signs of aging.

This is the Artistry philosophy, and what we like to call Healthy Beauty—the kind of beauty that lasts, leaving skin looking healthy, visibly more youthful and radiant for years to come.



HOME

Our science-backed products help clean the water you drink and the air you breathe. They help with cleaning, laundry, dishes and surfaces, while being safe for people and better for the planet. Our very first product, Liquid Organic Cleaner, now known as Amway Home™ L.O.C.™ Multi-Purpose Cleaner, was one of the first biodegradable and environmentally conscious cleaning products when it launched in 1959.

Today, Amway remains on the cutting edge of clean water and air technology for the home through our strategic focus on innovation and investment in customer-driven product design.



SPORTS NUTRITION

The XS™ brand of energy and sports nutrition products are designed to optimize performance, redefine your potential and push past every boundary. With a range of offerings including energy drinks, powders and bars, XS products are designed to help you power through your day.

The adventure continued in 2023 with the XS Fitness Program, which helps people gain lean muscle and form the healthy habits needed to reach and exceed their fitness goals.



EMPOWERING ENTREPRENEURS

Amway Brands

2023 PRODUCT LAUNCHES

ARTISTRY LABS



G&H REFRESH



GLISTER REFRESH



XS MUSCLE MULTIPLIER



NUTRILITE OMEGA & ADVANCED OMEGA



NUTRILITE ORGANICS TEA



NUTRILITE KIDS





Be in business for yourself, but never by yourself.

It's a pretty powerful idea—that you can grow your own business and be supported by a community and resources every step of the way. Across the globe, IBOs are earning a little extra income at their own pace while providing health and wellbeing solutions to their customers—from anywhere, at any time.





A world made for owning an Amway business.

Amway is built around the idea of inclusive entrepreneurship and providing people with the tools they need to build their own business.

Nearly 300,000 IBOs in the U.S. leverage their creativity and foster communities around their passions for beauty, adventure, parenting, cooking, fitness and more to sell proven Amway products that help people live a more balanced and active lifestyle.

IBOs are never alone while building their business. Amway's success is dependent on the success of IBOs, and we've always got their back. From providing access to free educational resources, to digital platforms and tools that unleash their creative potential, together, we brainstorm ideas, collaborate and celebrate.



PASSION,
POSITIVE
ATTITUDE AND
COMMUNITY



Protection is our promise.

When people start an Amway business or buy our products, we want them to be confident in their decision. That’s why we established one of the most comprehensive customer service and consumer protection offerings in our industry—the Amway Promise.



AMWAY PROMISE™



No-cost, Low-risk

Promises zero purchase requirements or sign-up fees for new IBOs.



100% Satisfaction Guarantee

Promises satisfaction with our products and business ownership, including a cooling-off period on purchases and buy-back policies on inventory.



Warranty Programs

Promises premium protection for our durable products, like our air and water purifiers and cookware.



Customer Service

Promises assistance for all Amway product and IBO inquiries, direct from Amway at no additional cost.



Data Protection

Promises to collect and use personal data in a manner consistent with privacy laws, upholding the highest ethical standards in our business practices.



Right to Know

Promises to ensure IBOs and customers are aware of, understand and acknowledge Amway’s consumer protection and customer service offerings.

While specific provisions of the Amway Promise vary from market to market, all IBOs are required to follow the Amway Code of Ethics and Rules of Conduct, which define the goals, principles and responsibilities of building and operating an Amway business. The Amway Code and Rules are consistent with the Code of Ethics of the World Federation of Direct Selling Associations (WFDSA).



EMPOWERING ENTREPRENEURS

Creating Community

Real stories from real IBOs.

People join Amway for many reasons. Some are looking for a way to grow a business and build a community around their passions. Others have fallen in love with the products and want to share joy while earning some extra income. No matter what the reason may be, one thing is for sure—they want to own their own business and found that Amway was the perfect fit.

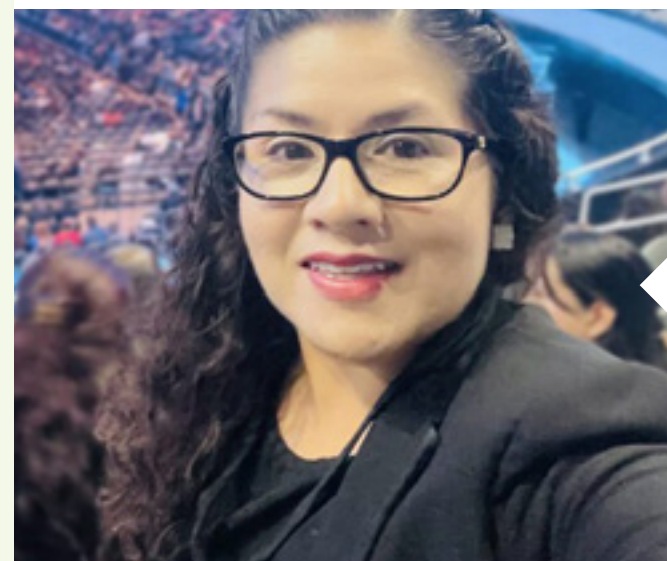


“As a child, I was surrounded by passionate entrepreneurs. With Amway, I still am! They provide the healthy products, customer shopping site, customer service... so I can do more of what I love.”

MANDY

“I never expected to grow so much in so many ways through this process and I continue to learn more each day.”

SUZY



MARISA’S COMMITMENT TO UPLIFTING HER COMMUNITY IS A BIG PART OF HER JOINING AMWAY

“People care when they know you care, that you’re not going to give up on them.”

MARISA



weareamway.com