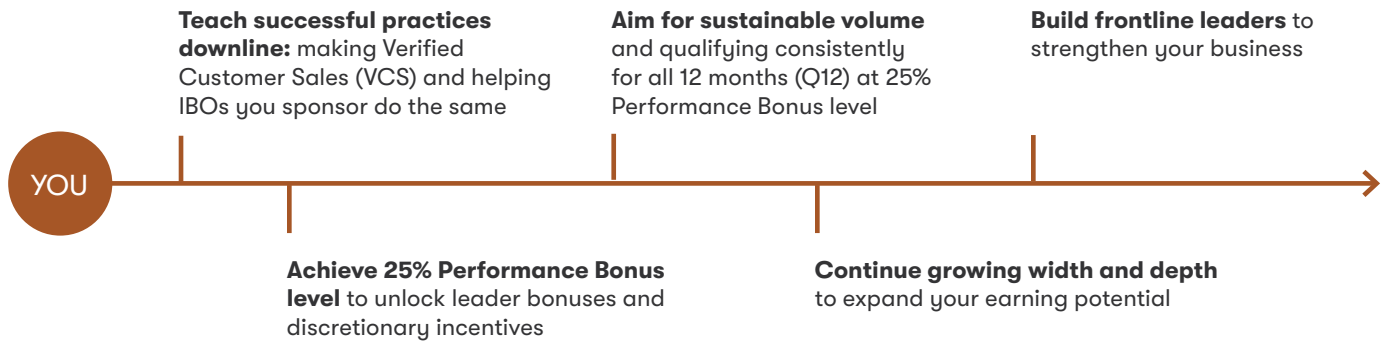




Lead the Way

Solid performance pays. You can achieve greater rewards by growing a strong business and helping downline IBOs sell products to customers.

LEADER JOURNEY



ELI AND SALMA'S STORY

EXAMPLE

Eli and Salma set a goal to earn full 7,500 Ruby PV every single month (Q12 months). They know this is the best way to optimize earnings under the Amway IBO Compensation Plan and discretionary Growth Incentives program.

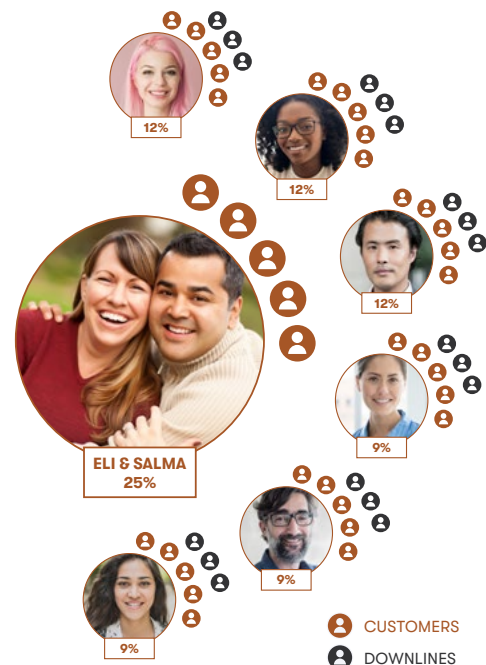
Together with their upline, Eli and Salma reach even more customers. Meanwhile they help six downline IBOs – who each sponsor three more IBOs – earn more from retail margin, performance bonuses and discretionary incentives. Their team members are motivated to sell products, stay engaged and achieve more. That's good for the whole team!

Verified Customer Sales	335 PV* (1,092 BV)**
VCS%	335/395 = 85%
Personal Use	60 PV (196 BV)
Downline Volume	7,140 PV (23,276 BV)
Total	7,535 PV (24,564 BV)

Plus annual Q12 Incentive for qualifying at 25% Performance Bonus level consistently each month of the Performance Year!

* Does not include discretionary uplift on PV/BV from Verified Customer Sales
 ** Example assumes BV to PV ratio is 3.26 to 1.

Assumes each downline IBO satisfies customer sales requirement of Rule 4.12.



For the calendar year 2021, the average income from Amway for all U.S. registered IBOs at the Founders Platinum level and below was \$766 before expenses. See www.amway.com/income-disclosure for details. Earnings depend on many factors, including: customer base, business experience, effort, dedication, and quality and performance of an IBO's sales team.

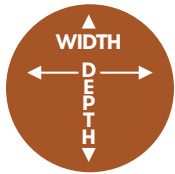
Following are the approximate percentages of U.S. registered IBOs who achieved the illustrated results in the calendar year 2021: 7,500 Ruby PV 12 months 0.4958%; 7,535 PV 1 month 0.8756%; Q12 Annual Incentive 0.4241%.

Earn Plan Bonuses

PERFORMANCE BONUS

The Performance Bonus can pay you a **Personal Bonus** on your customer sales and personal use volume and a **Differential Bonus** on the volume of downline IBOs you sponsor.

In order to be bonused on full BV for the month, 70% of personal volume and downline volume must be from customer sales (excluding any personal or family use), with a minimum of 60% from Verified Customer Sales. [Learn more.](#)



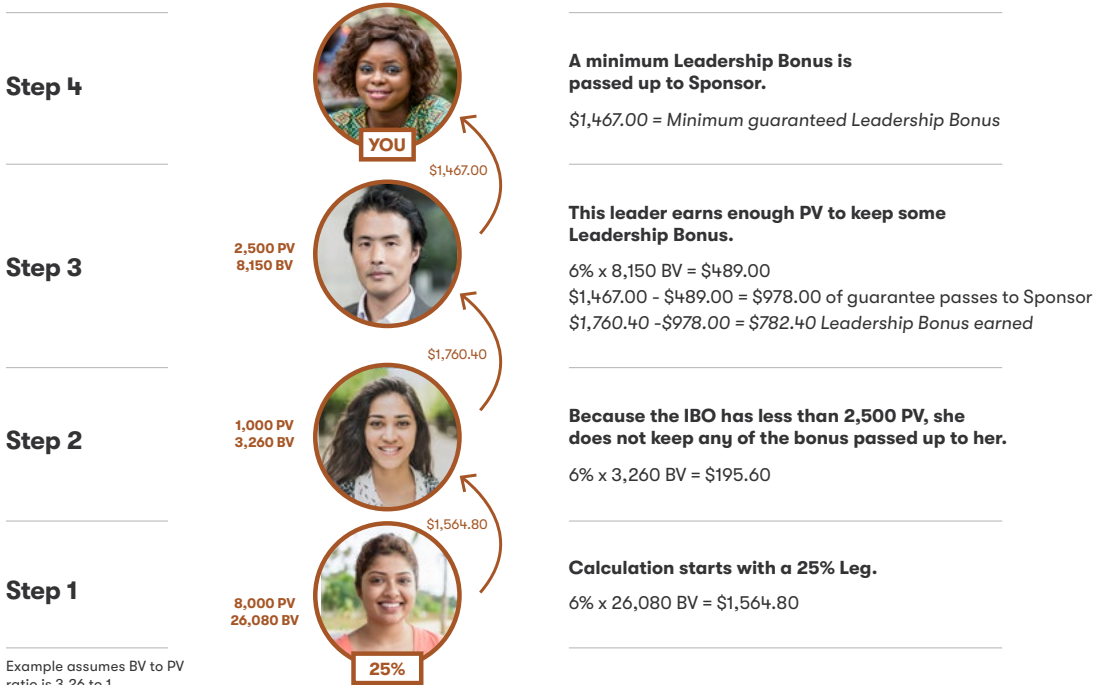
TIP: The most sustainable businesses include width (the number of personally sponsored frontlines) and depth (the number of IBOs in the downline for each frontline).

PERFORMANCE BONUS SCHEDULE:

If your monthly PV is:	Your Monthly Performance Bonus is:
7,500 or more	25% of your BV
6,000–7,499.99	23% of your BV
4,000–5,999.99	21% of your BV
2,500–3,999.99	18% of your BV
1,500–2,499.99	15% of your BV
1,000–1,499.99	12% of your BV
600–999.99	9% of your BV
300–599.99	6% of your BV
100–299.99	3% of your BV

LEADERSHIP BONUS

Receive a monthly Leadership Bonus if you qualify at the 25% Performance Bonus level and generate additional group volume, as outlined in the Business Reference Guide. Leadership Bonuses are computed from the bottom up, are based on the performance of downline IBOs and take into account how much of the bonus is rolled up to your Sponsor.



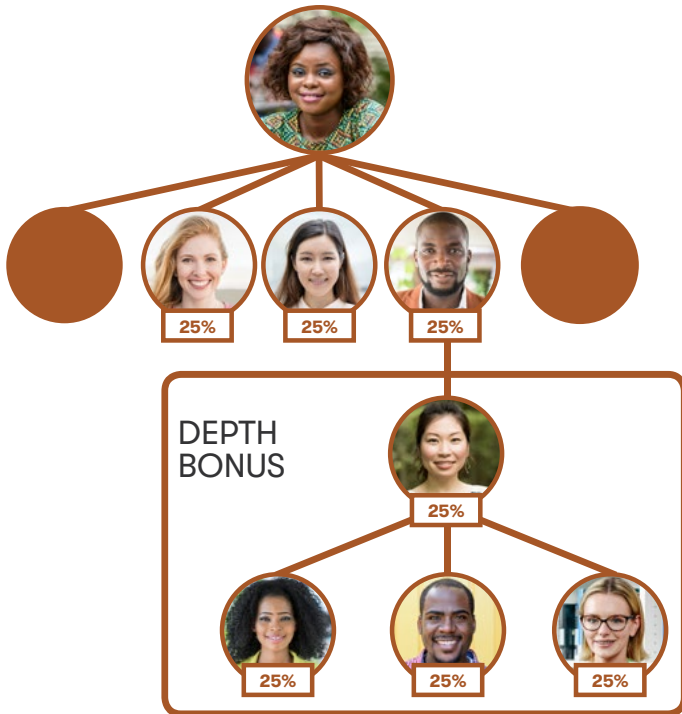
For the calendar year 2021, the average income from Amway for all U.S. registered IBOs at the Founders Platinum level and below was \$766 before expenses. See www.amway.com/income-disclosure for details. Earnings depend on many factors, including: customer base, business experience, effort, dedication, and quality and performance of an IBO's sales team.

Following are the approximate percentages of U.S. registered IBOs who achieved the illustrated results in the calendar year 2021: 8,000 PV 0.7358%. The average monthly Leadership Bonus for North American IBOs of record was \$2,106 in the calendar year ending December 31, 2021. 52.3486% of monthly Leadership Bonus recipients earned at least \$1,467 in at least one month from Leadership Bonus.

Earn Plan Bonuses *(continued)*

DEPTH BONUS

Earn a **Depth Bonus** of up to 1% of BV on qualified downline volume when you have three or more North American frontline Legs at 25% Performance Bonus level in the month – and at least one of these frontline Legs also has one or more downline IBOs who qualify at 25%.



In this example*, monthly Depth Bonus is based upon the four 25% downlines. Each 25% Leg: 24,450 BV x 1% = \$244.50

\$244.50 x four 7,500 PV downlines = \$978 Monthly Depth Bonus

ANNUAL LEADER BONUSES

Each year, Amway sets aside money to fund three annual bonuses: the Emerald, Diamond and Diamond Plus Bonuses*. Each fund receives an amount equal to one-fourth of 1% (.0025) of the total North American BV. In addition, the Emerald and Diamond funds include one-fourth of 1% (.0025) of qualified international volume. Disbursements from the Emerald Profit Sharing, Emerald, Diamond and Diamond Plus Bonus funds are made in accordance with the schedule shown below.

* Example assumes BV to PV ratio is 3.26 to 1

For the calendar year 2021, the average income from Amway for all U.S. registered IBOs at the Founders Platinum level and below was \$766 before expenses. See www.amway.com/income-disclosure for details. Earnings depend on many factors, including: customer base, business experience, effort, dedication, and quality and performance of an IBO's sales team.

Following are the approximate percentages of U.S. registered IBOs who achieved the illustrated results in the calendar year 2021: Monthly Depth Bonus 0.1082%; 66.9675% of Monthly Depth Bonus recipients earned at least a \$978 Monthly Depth Bonus in at least one month.

Earn Plan Bonuses *(continued)*

EMERALD BONUS

Qualified Emeralds and above who personally or foster-register 3 or more North American groups, each of which qualifies at the 25% Performance Bonus Level for at least 6 months of a given fiscal year, receive Emerald Bonus points and payment on North American volume as well as the traceable volume from internationally sponsored qualified groups. At the end of the fiscal year, Amway identifies all internationally sponsored volume, links it to the appropriate international Sponsor and corresponding market (one country removed) and pays an Emerald Bonus to both the International and Foster Lines of Sponsorship. All Emerald Bonus recipients may benefit from the expanded fund amounts.

DIAMOND BONUS

Qualified Diamonds and above who personally or foster-register 6 or more North American groups, each of which qualifies at the 25% Performance Bonus Level for at least 6 months of a given fiscal year, receive Diamond Bonus points and payment on qualified North American volume as well as the traceable volume from internationally sponsored qualified groups.

EMERALD PROFIT SHARING DISCRETIONARY BONUS

Qualified Emeralds and above who personally or foster-register 3 or more North American groups, each of which qualifies at the 25% Performance Bonus Level for at least 6 months of a given fiscal year, can, at Amway's discretion, receive Emerald Profit Sharing points and payment on North American volume. The fund is distributed to eligible participants in accordance with the formula shown below.

DIAMOND PLUS BONUS

Qualified Diamonds and above who personally or foster-register 7 or more North American groups, each of which qualifies at the 25% Performance Bonus Level for at least 6 months of a given fiscal year, receive a Diamond Plus Bonus at the end of each fiscal year. In the event that disbursements based on the schedule would leave a surplus in the fund – or exceed the total available in the fund – then all payments would be increased or decreased on a pro rata basis until the total disbursement equaled the funds available.

Emerald Profit Sharing, Emerald and Diamond Bonus Schedule³

Business Volume		Points Available Per Bracket	Cumulative Points
\$0 up to \$25,000	4 points per \$1,000 BV	100	100
\$25,000 up to \$75,000	2 points per \$1,000 BV	100	200
\$75,000 up to \$125,000	1 point per \$1,000 BV	50	250
\$125,000 and above	1 point per \$10,000 BV	Based on volume	Based on volume

Diamond Plus Bonus Schedule

Number of 25% groups to qualify (each group at the 25% level for 6 months or more) ¹	Estimated payment per group for each month qualified ²	Minimum	Maximum
7 to 11	\$100	\$4,200	\$13,200
12 to 14	\$200	\$14,400	\$33,600
15 to 17	\$300	\$27,000	\$61,000
18 to 19	\$400	\$43,200	\$91,200
20	\$500	\$60,000	Applicable

¹ Internationally sponsored groups are not figured in computation and payment of the Diamond Plus Bonus.

² "Estimated payment per group for each month qualified" and "Total Bonus" may vary (higher or lower on a pro rata basis) based on available funds.

³ Emerald and Diamond Bonus calculations include traceable volume from internationally sponsored qualified groups. Emerald Profit Sharing Bonus points are calculated on domestic volume only.

For the calendar year 2021, the average income from Amway for all U.S. registered IBOs at the Founders Platinum level and below was \$766 before expenses. See www.amway.com/income-disclosure for details. Earnings depend on many factors, including: customer base, business experience, effort, dedication, and quality and performance of an IBO's sales team.

Following are the approximate percentages of U.S. registered IBOs who achieved the illustrated results in the calendar year 2021: Diamond Plus Bonus 0.0066%; Diamond Plus Bonus \$4,200 to \$13,200 0.0002%; \$14,400 to \$33,600 0.0004%; \$27,000 to \$61,000 0.0035%; \$43,200 to \$91,200 0.0047%; \$60,000+ 0.0027%.

Achieve Discretionary Growth Incentives

Discretionary Growth Incentives* complement the Amway IBO Compensation Plan by encouraging IBOs to generate more sales volume and achieve new milestones.

Q12 ANNUAL INCENTIVE

Qualify for 12 Q12 months and earn up to \$21,000. Business owners are eligible to receive this annual bonus each Performance Year. Q12 bonuses are calculated based on the percentage of Personal Group/Ruby PV that is coming from Verified Customer Sales (VCS) from March through August 2022.

Sustainable volume is the key to requalification.

VCS PERCENTAGE OF PERSONAL GROUP/RUBY PV	Q12 REWARD
70%+	\$21,000
60% to 69.99%	\$18,000
<60%	Prorated based on % of 60% requirement achieved

Q12 MONTH

Earn a Q12 month:

- 7,500 Ruby PV, and/or
- 4,000 Ruby PV over one or more First- or Second-Consecutive-Year Legs in the months the Leg qualifies at 25%

Volume over First- or Second-Consecutive-Year Legs can be averaged. If you miss one or two Q12 months, you may still qualify for the Q12 Incentive. Earn a minimum of 10 Q12 months and 95,000 Ruby PV annually.

Amway Education

Learn the fundamentals to help you build your business. Watch quick, engaging video courses on selling and making money, products, and building and leading a team.

Visit [Amway.com/Education](https://www.amway.com/Education) or download the Amway™ Education app.

PLATINUM PLUS & PLATINUM ELITE INCENTIVES

Business owners receive monthly incentives as they develop and grow Side Volume beyond 7,500 Ruby PV.

Strengthen your business by building width.

RUBY PV	MONTHLY AWARD
10,000 to 12,499 Platinum Plus	2% of BV
12,500 to 14,999 Platinum Elite (+2%)	4% of BV
15,000 and above** Ruby (+2%)	6% of BV

* See page 10 for Growth Incentive eligibility and requirements.

**Includes Amway IBO Compensation Plan Ruby Bonus.

Must be a qualified Platinum or above to earn these incentives. At Sapphire and above, IBO cannot drop Qs from last IBO Fiscal Year.

Business Support Materials

Learn from leaders who have and continue to build successful businesses. Amway Approved Providers offer optional education, training and motivation materials to help you grow your business.

Talk to your upline to learn more.

For the calendar year 2021, the average income from Amway for all U.S. registered IBOs at the Founders Platinum level and below was \$766 before expenses. See www.amway.com/income-disclosure for details. Earnings depend on many factors, including: customer base, business experience, effort, dedication, and quality and performance of an IBO's sales team.

Following are the approximate percentages of U.S. registered IBOs who achieved the illustrated results in the calendar year 2021: Q12 Annual Incentive \$21,000 0.1414%; \$18,000 0.1135%; Platinum Plus 0.2781%; Platinum Elite 0.0876%; Ruby 0.0828%.

Achieve Discretionary Growth Incentives

(continued)

TWO-TIME CASH INCENTIVES

For Performance Year (PY) 2022, newly qualified Platinum and Emerald business owners can earn a First Year incentive. If a business owner newly qualified in PY 2021, and requalifies in PY 2022, earn a second year incentive – double the 2021 First Year incentive.

Solidify new Legs to earn more.

DOUBLE!

PIN LEVEL	FIRST YEAR	SECOND YEAR*
Platinum	\$1,500	\$3,000
Founders Platinum	\$2,500	\$5,000
Emerald	\$7,500	\$15,000
Founders Emerald	\$10,000	\$20,000

*Requires Q12 months.

IBOs who had a previous qualification but failed to requalify may be eligible for a Comeback Incentive based on the First Year schedule. IBOs can earn multiple Comeback Incentives within the IBO Fiscal Year.

EMERALD & DIAMOND LEADERSHIP GROWTH INCENTIVES

In-market Founders Emerald and above get rewards at five key milestones. Payment amounts are based on Personal Group/Ruby VCS % attained March through August 2022.

Build strong leaders downline to enhance your earnings.

VCS % OF PERSONAL GROUP/RUBY PV	REWARD
80% or more	20% added to full payment amount for each tier
70% to 79.99%	10% added to full payment amount for each tier
60% to 69.99%	Full payment based on 5 tiers of Frontline Qs: 36Qs – \$75,000 54Qs – \$100,000 72Qs – \$150,000 108Qs – \$200,000 144Qs – \$250,000
Below 60%	Prorated based on % of 60% Ruby Group VCS attained

Participants must be an IBO for three or more years. In addition:

- Must qualify for the Q12 Incentive bonus
- Requires three 12 month in-market Legs
- Must maintain frontline Qs
- Must be a Diamond Bonus Recipient for payments starting at 54 Qs
- In the event of dropping up to 5 Qs, but not below 54 Qs, DBRs who maintain or grow New FAA points can still qualify for the incentive

For the calendar year 2021, the average income from Amway for all U.S. registered IBOs at the Founders Platinum level and below was \$766 before expenses. See www.amway.com/income-disclosure for details. Earnings depend on many factors, including: customer base, business experience, effort, dedication, and quality and performance of an IBO's sales team.

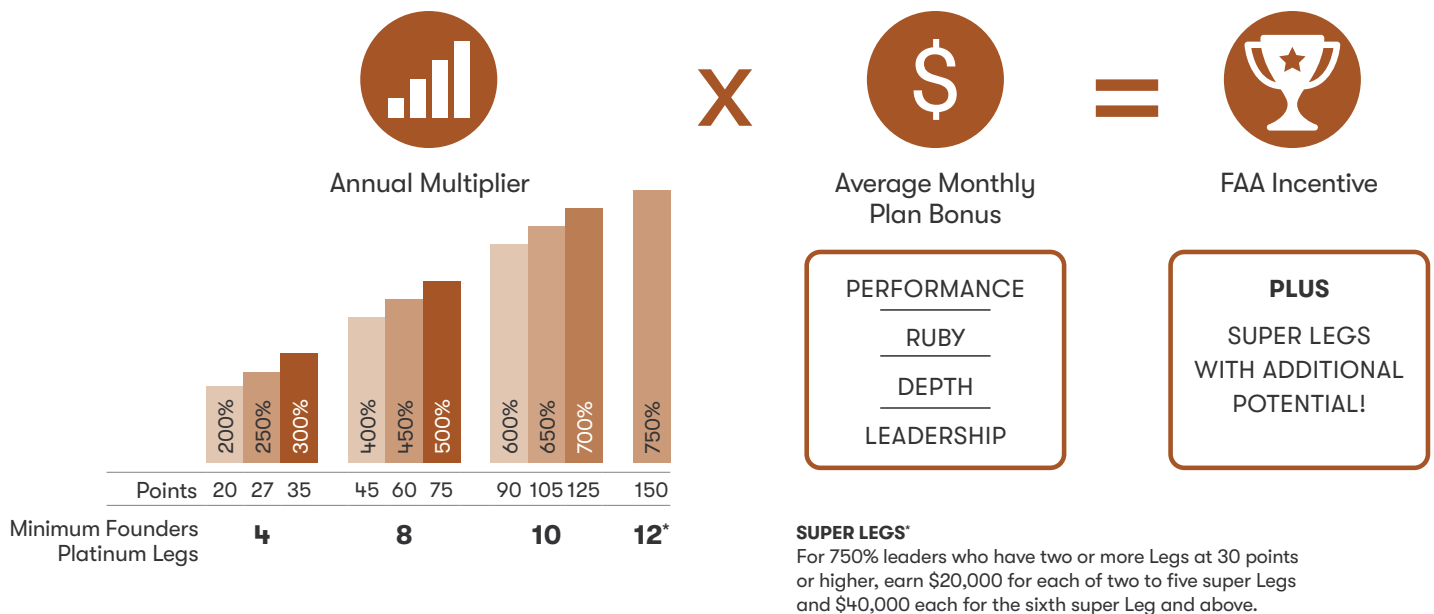
Following are the approximate percentages of U.S. registered IBOs who achieved the illustrated results in the calendar year 2021: Platinum first year 0.1129%, second year 0.0519%; Founders Platinum first year 0.0916%, second year 0.0488%; Emerald first year 0.0109%, second year 0.0025%; Founders Emerald first year 0.0082%, second year 0.0029%; Emerald/Diamond Leadership Growth Incentive 0.0420% Incentives \$75,000 0.00291%; \$100,000 0.0025%; \$150,000 0.0084%; \$200,000 0.0012%; \$250,000 0.0010%.

Build to Founders Achievement Award

This special discretionary leadership incentive recognizes the highest levels of achievement with significant annual payouts. Mentor downline Founders Platinums, Emerald Bonus Recipients and Diamond Bonus Recipients (DBR) to build healthy businesses and earn this new Founders Achievement Award (FAA).

Annual FAA Incentive

To qualify for FAA annual cash incentives, leaders must be a Diamond Bonus Recipient with a minimum of 20 new FAA points.



Contact your Amway Leader Growth Solutions (LGS) Advisor with questions. For more information on the FAA Program, log in to Amway.com and search FAA or Founders Achievement Awards.

Counting FAA Points*

Each Founders Platinum (FP) (up to 6 points per Leg) = 1.0

Emerald Bonus Recipient (EBR) = 1.5

Diamond Bonus Recipient (DBR) = 3.0

*Maximum 30 points per Leg.

For the calendar year 2021, the average income from Amway for all U.S. registered IBOs at the Founders Platinum level and below was \$766 before expenses. See www.amway.com/income-disclosure for details. Earnings depend on many factors, including: customer base, business experience, effort, dedication, and quality and performance of an IBO's sales team.

Following are the approximate percentages of U.S. registered IBOs who achieved the illustrated results in the calendar year 2021: FAA 0.0102%; 200% Annual Multiplier 0.0012%; 250% Annual Multiplier 0.0020%; 300% Annual Multiplier 0.0033%; 400% Annual Multiplier 0.0008%; 450% Annual Multiplier 0.0006%; 500% Annual Multiplier 0.0004%; 600% Annual Multiplier 0.0002%; 650% Annual Multiplier 0.0002%; 700% Annual Multiplier 0.0002%; 750% Annual Multiplier 0.0010%; 2-5 Super Legs 0.0006%; 6+ Super Legs 0.0004%.

Qualify with Global Award Recognition

Global Award Recognition (GAR) honors Executive Diamond and above leaders who focus on building businesses balanced in both width and depth. It creates a simplified, single path to pin qualification that aligns with the Amway IBO Compensation Plan bonuses and Founders Achievement Award (FAA).

AWARD LEVEL	FOUNDERS PLATINUM (FP) LEGS	QUALIFICATION CREDITS (QC)	
Founders Crown Ambassador	14+	100	
Crown Ambassador	14+	88	Up to 12 QC per Leg
Founders Crown	12+	76	
Crown	12+	64	
Founders Triple Diamond	10+	52	
Triple Diamond	10+	43	Up to 9 QC per Leg
Founders Double Diamond	8+	34	
Double Diamond	8+	25	
Founders Executive Diamond	6+	16	Up to 6 QC per Leg
Executive Diamond	6+	10	

Global Award Tiers
As leaders move through their Global Award Recognition journey, they progress through leadership tiers which allow more QC per Leg.

Eligibility

- Business leaders must qualify for Founders Diamond by being an Emerald Bonus Recipient (EBR) with six or more qualified 12-month Legs, including internationally sponsored Legs, in at least one of their #1 or #2 businesses.
- GAR is based on combined performance of #1 and #2 multiple businesses.

Requirements

- Width is measured by Founders Platinum (FP) Legs downline of a #1 or #2 multiple business. FP Legs do not include the #2 business itself, any internationally sponsored Legs, or any qualified Legs without a Founders Platinum.
- Depth is measured in Qualification Credits (QC), which are earned for downline leadership development.

Counting Qualification Credits*

Each Founders Platinum (FP) (up to 3 QC per Leg) = 1.0
 Emerald Bonus Recipient (EBR) = 1.5
 Diamond Bonus Recipient (DBR) = 3.0
 Founders DBR (F. DBR) = 6.0
 Note: EBR, DBR, F. DBR must also be Founders Platinum.

* #1 and/or #2 multiple businesses must be Founders Platinum for a Leg to contribute up to one QC. For a FP Leg to contribute more than one QC, the multiple business must be EBR in the local market.

Qualify with Global Award Recognition

(continued)

Two-Time Cash Awards

Achieve new levels and solidify your growth. If you achieve multiple new qualifications in one Performance Year, you can earn multiple incentives.

GAR LEVEL	YEAR 1 CASH AWARD	YEAR 2 CASH AWARD
Executive Diamond	\$39,375	\$13,125
Founders Executive Diamond	\$45,000	\$15,000
Double Diamond	\$56,250	\$18,750
Founders Double Diamond	\$78,750	\$26,250
Triple Diamond	\$101,250	\$33,750
Founders Triple Diamond	\$135,000	\$45,000
Crown	\$180,000	\$60,000
Founders Crown	\$225,000	\$75,000
Crown Ambassador	\$270,000	\$90,000
Founders Crown Ambassador	\$315,000	\$105,000

First time Executive Diamonds and above, qualified under the Global Award Recognition program (GAR), are eligible.

Please note: If your business is in more than one market, TTCA will be prorated according to qualification credits (QC) needed for the award; QC from highest paying markets will count first.

Exclusive benefits for the highest achievers!

As you progress through Global Award Recognition levels, you can earn exciting perks including Cash Awards, Incentive Trips and more. Ask your Leader Growth Solutions (LGS) Advisor for details.

For the calendar year 2021, the average income from Amway for all U.S. registered IBOs at the Founders Platinum level and below was \$766 before expenses. See www.amway.com/income-disclosure for details. Earnings depend on many factors, including: customer base, business experience, effort, dedication, and quality and performance of an IBO's sales team.

Following are the approximate percentages of U.S. registered IBOs who achieved the illustrated results in the calendar year 2021: GAR TTCA Years 1 and 2 - Executive Diamond 0.0029%; Founders Executive Diamond 0.0027%; Double Diamond 0.0006%; Founders Double Diamond 0.0002%; Triple Diamond 0.0002%; Founders Triple Diamond 0.0004%; Crown 0.0002%; Founders Crown 0.0006%; Crown Ambassador 0%; Founders Crown Ambassador 0%.

Quick Reference and Requirements

DEFINITIONS

POINT VALUE (PV)

Point Value is a unit amount assigned to each product. The total PV associated with your group's monthly volume is tracked to determine your Performance Bonus bracket. The higher your PV, the higher percentage (up to 25%) used in calculating your bonus.

BUSINESS VOLUME (BV)

Business Volume is a dollar figure assigned to each product. The total BV associated with your monthly volume is multiplied by the percent from the Performance Bonus Schedule to determine your gross Performance Bonus.

IBO FISCAL YEAR (FY)

September 1 to August 31, also known as IBO Performance Year.

PERFORMANCE BONUS SCHEDULE

Amway IBO Compensation Plan bonuses can be earned each month based on your PV and BV. Total PV determines your Performance Bonus level; total BV is multiplied by this percent to determine your gross Performance Bonus.

PERFORMANCE BONUS SCHEDULE:

If your monthly PV is:	Your Monthly Performance Bonus is:
7,500 or more	25% of your BV
6,000–7,499.99	23% of your BV
4,000–5,999.99	21% of your BV
2,500–3,999.99	18% of your BV
1,500–2,499.99	15% of your BV
1,000–1,499.99	12% of your BV
600–999.99	9% of your BV
300–599.99	6% of your BV
100–299.99	3% of your BV

RULE 4.12 CUSTOMER SALES REQUIREMENT

To earn a bonus on full BV for the month, 70% of personal volume must be from customer sales (without any personal or family use counting toward the 70% requirement). This will be measured by a minimum of 60% needing to come from Verified Customer Sales. When automated tracking of Rule 4.12 begins (planned for later in 2022), the 60% VCS requirement must be met. If total monthly personal volume does not meet the requirement, BV will be prorated accordingly. [Learn more.](#)

For the calendar year 2021, the average income from Amway for all U.S. registered IBOs at the Founders Platinum level and below was \$766 before expenses. See www.amway.com/income-disclosure for details. Earnings depend on many factors, including: customer base, business experience, effort, dedication, and quality and performance of an IBO's sales team.

Following are the approximate percentages of U.S. registered IBOs who achieved the illustrated results in the calendar year 2021: Silver Producer 0.6961%.

LEG

When an IBO registers individuals and helps them create groups, a "Leg" in the Line of Sponsorship (LOS) is formed. There are special criteria and qualification requirements regarding First- and Second-Year Platinum Legs to support sustainable business practices. First- or Second-Year status is based on a Leg with a Platinum for consecutive years. If a Leg fails to qualify in consecutive years, it begins a new cycle of First- then Second-Year status. The status of each Leg can be determined by looking at the most recent three years of the Leg's qualification:

Two Years Ago	Last Year	This Year
		25% First-Year Leg
25% Leg		25% First-Year Leg
	25% First-Year Leg	25% Second-Year Leg
25% First-Year Leg	25% Second-Year Leg	25% Leg

GROUP VOLUME

Group Volume includes Personal PV/BV, Volume from Personal Group IBOs and Pass-Up Volume from your non-qualified, non-25% Legs and Platinums. It does not include Qualifiers at 25% that month.

SIDE VOLUME

Side Volume is the amount of Ruby PV outside any qualified 25% Legs. Ruby Volume includes Personal Volume plus Pass-Up Volume from North America Legs who are not at 25% for the month. Volume from downline Platinums is not included, regardless of whether they are at 25% for the month or not.

Personally sponsoring new Legs is key to generating Side Volume. It is an important factor in qualifying for Leadership and Ruby Bonuses, along with discretionary Growth Incentives – including Q12, Platinum Plus/ Elite, Two-Time Cash (second year), and Emerald and Diamond Leadership Growth. Maximize the Plan and optimize Growth Incentives with abundant Side Volume.

Width: The number of personally sponsored frontlines.

Depth: The number of IBOs in the downline for each frontline.

SILVER PRODUCER MONTH

Earn a Silver Producer month when you achieve one of the following or a combination of all three:

- 7,500 Group PV, or
- 2,500 Group PV over a qualified 25% Leg, or
- Two qualified 25% Legs in the same month.

Quick Reference and Requirements *(continued)*

QUALIFIED MONTH (Q)

A Qualified (Q) month is earned when a frontline achieves 25% bonus bracket.

Q12 MONTH

Earn a Q12 month each month when or if you achieve one or both of the following:

- 7,500 Ruby Volume, and/or
- 4,000 Ruby Volume over one or more First- or Second-Consecutive-Year Legs.

If you miss one or two Q12 months, you may still qualify for Q12 Incentives. Earn 10 or 11 qualifying Q12 months and 95,000 Ruby Volume annually to qualify. This is also known as Volume Equivalency (VE).

You can average Ruby Volume over one or more First- or Second-Consecutive-Year Legs. If your total Ruby Volume in the months you have a First- or Second-Consecutive-Year Leg is equal to or exceeds 4,000 Ruby Volume times the number of months you have a First- or Second-Consecutive-Year Leg, you meet the volume averaging requirement to be awarded Q12 months for all the months with a First- or Second-Consecutive-Year Leg.

RUBY VOLUME

Ruby Volume includes Personal PV/BV, Volume from Personal Group IBOs and Pass-Up Volume from your non-qualified, non-25% Legs. It does not include Qualifiers at 25% that month, and does not include Qualified Platinums, no matter what percent they hit that month.

VERIFIED CUSTOMER SALE (VCS)

A sale to a customer through an Amway channel, such as the Amway app, Amway website, Amway Business Center, MyShop digital storefronts or a sale from an IBO's inventory that is recorded with Create a Receipt. The sale must capture the customer's name and unique mobile phone number, along with the product and retail price.

GROWTH INCENTIVES PROGRAM (GI)

Growth Incentives are available to IBOs in the North American region.

DISCRETIONARY INCENTIVES ELIGIBILITY

Discretionary incentives are available for a limited time. IBO eligibility for incentives is at Amway's discretion and is based on conduct that demonstrates high ethical and business standards aligned with the goals and objectives of Amway and its related businesses. These standards require that:

- An IBO's conduct must not negatively affect the reputation of Amway, its related businesses, or IBOs affiliated with Amway and its related entities;
- An IBO complies with the letter and spirit of the Rules of Conduct, laws and regulations in any market the IBO has a presence and demonstrates cultural sensitivity given market conditions; and
- An IBO doesn't defend or support the conduct of others who don't comply with these criteria.

BASELINE REQUIREMENTS FOR GROWTH INCENTIVES PROGRAM AND FAA QUALIFICATIONS

In addition to specific requirements of each program, the following baseline and general eligibility requirements must be met:

1. Signed Amway IBO Registration Agreement and Silver Producer Acknowledgment (SPA), if applicable, on file.
2. Generate an average of 100 or more PV from Verified Customer Sales (VCS) per month, which contributes to an average of 150 or more Personal PV per month. For annual incentives, that is a minimum of 1,200 PV from VCS that contributes to the minimum 1,800 Personal PV total for the Performance Year.
3. In compliance with IBO Rules of Conduct.

Quick Reference and Requirements *(continued)*

Q12 INCENTIVES

Qualification requirements

- Meet Growth Incentives Program baselines.
- IBO must qualify for 12 Q12 months each IBO Performance Year. Volume over First-Year and Second-Year Legs (as defined on page 11) can be averaged, or
- IBO must achieve 10 or 11 qualifying Q12 months in an IBO Fiscal Year and 95,000 annual total of Ruby PV.

PLATINUM PLUS AND PLATINUM ELITE INCENTIVES

Qualification requirements

- IBO must be a qualified Platinum or above.
- IBO must accumulate at least 10,000 Ruby PV in a month.
- Must meet the baselines by having a year-to-date average of 100 VCS per month and 150 Personal PV per month in the month the bonus is earned. For example, in November must have at least 300 VCS and 450 Personal PV for the year (average of 100 VCS and 150 per month for the year).
- The payment amount is based on the following:
 - » Platinum Plus: with between 10,000 and 12,499.99 Ruby PV, an IBO can earn:
 - Sapphire and above IBOs earn 2% of their Ruby PV in the month, if the previous year frontline Qs is at least equal to the preceding year, or the current year-to-date average frontline Qs is at least equal to the monthly average frontline Qs of the previous year.[†]
 - Platinum IBOs earn 2% of their Ruby BV in the month.
 - » Platinum Elite: with between 12,500 and 14,999.99 Ruby PV, an IBO can earn:
 - Sapphire and above IBOs earn 4% of their Ruby PV in the month, if the previous year frontline Qs is at least equal to the preceding year, or the current year-to-date average frontline Qs is at least equal to the monthly average frontline Qs of the previous year.[†]
 - Platinum IBOs earn 4% of their Ruby BV in the month.
 - » Ruby: with 15,000 Ruby PV and above, IBOs will earn the Plan 2% Ruby Bonus, in addition to the 4% Platinum Elite Incentive earned.

[†] Example: If the total frontline Qs two years ago was 24, and it fell to 18 frontline Qs last year (average 1.5 Qs per month), an IBO is eligible for a payment when the current year average reaches at least 1.5 frontline Qs per month.

For the calendar year 2021, the average income from Amway for all U.S. registered IBOs at the Founders Platinum level and below was \$766 before expenses. See www.amway.com/income-disclosure for details. Earnings depend on many factors, including: customer base, business experience, effort, dedication, and quality and performance of an IBO's sales team.

Following are the approximate percentages of U.S. registered IBOs who achieved the illustrated results in the calendar year 2021: Q12 Annual Incentive 0.4241%; Platinum Plus 0.2781%; Platinum Elite 0.0876%, Ruby 0.0828%; Two-Time Cash Incentives 0.3226%

TWO-TIME CASH INCENTIVES

Eligibility

- All IBOs that have not previously achieved in-market Platinum, Founders Platinum, Emerald Bonus and Founders Emerald Bonus.
- IBO can earn all four incentives or multiple incentives within the IBO Performance Year.

First-time qualification requirements

- Meet Growth Incentives Program baselines.
- For Platinum: at least six qualified Silver Producer months within the IBO Performance Year.
- For Founders Platinum: 12 qualified Silver Producer months within the IBO Performance Year. Note: VE qualification with 10 or 11 qualified months and 108,000 Total Downline PV or 90,000 annual total Group PV is acceptable.
- For Emerald: at least three in-market groups that qualify at the 25% Performance Bonus level for at least six months of the IBO Fiscal Year.
- For Founders Emerald Bonus Recipient: At least three in-market groups that qualify at the 25% Performance Bonus level for 12 months of the IBO Performance Year. Note: VE Legs are acceptable.

Repeat qualifications

- Meet Growth Incentives Program baselines.
- IBOs must earn the same incentive in consecutive years.
- IBOs must also generate six Q12 months for the Platinum and Emerald Incentives, and 12 Q12 months for the Founders Platinum and Founders Emerald Bonus Incentives.

Quick Reference and Requirements *(continued)*

PLATINUM AND EMERALD COMEBACK INCENTIVES

The Platinum and Emerald Comeback Incentives encourage IBOs that have had a previous qualification, but failed to requalify recently, a monetary incentive to rebuild and requalify their businesses. IBOs can earn a Comeback Incentive for each Comeback level earned between FY21 and FY22. There are no two-time payments associated with the Comeback Incentive.

Eligibility

- IBOs who previously achieved Platinum or Founders Platinum qualification before last year, but have not requalified at that level since.
- IBOs who previously achieved Emerald Bonus or Founders Emerald Bonus qualification before FY18, but have not requalified at that level since.

Qualification requirements

- Meet Growth Incentives Program baselines.
- Requalify Platinum, Founders Platinum, Emerald Bonus Recipient or Founders Emerald Bonus Recipient in the IBO Fiscal Year.

EMERALD AND DIAMOND LEADERSHIP GROWTH INCENTIVES

The Emerald and Diamond Leadership Growth Incentives are for IBO Leaders, in-market Founders Emerald or higher who demonstrate continual growth in their business. IBOs can requalify as long as they grow or sustain Qs.

Eligibility

- IBOs will only earn their highest Emerald and Diamond Leadership Growth Incentive per IBO Fiscal Year.
- IBO must be an ANA Amway IBO for at least three years to participate (three-year tenure rule).

Qualification requirements

- Meet Growth Incentives Program baselines.
- A minimum of the equivalent of three in-market 12-month Legs. Note: VE Legs with 10 or 11 months and 108,000 annual Total Downline PV or 90,000 annual total Group PV are acceptable.

- Must qualify Q12.
- Diamond Bonus (DBR) is required for payments at or above 5+ Qs.
- Participants cannot drop Qs.
- In event of a Q drop, holding or growing new ANA FAA points will maintain eligibility for payment for IBOs who are a DBR. Cannot drop below 5+ Qs and cannot drop more than 5 Qs in current IBO Fiscal Year.

FOUNDERS ACHIEVEMENT AWARDS (FAA)

Contact your Amway Leader Growth Solutions (LGS) Advisor with questions on the FAA Program.

FAA rewards both domestic and international business development, and FAA payment amounts are determined by PV/BV ratio of the market where FAA points are earned.

IBOs must be a DBR in at least one of their multiple businesses (MB) to be eligible to participate in the new FAA program. A global business (all MBs belonging to the same Global Business Owner) earns a single Global FAA payment.

FAA POINTS

Earn ANA in-market FAA points based on the highest level achieved in each Leg:

- 1.0 FAA points for each Founders Platinum in a Leg with a maximum of six Founders Platinum points per Leg.
- 1.5 FAA points for each Emerald Bonus Recipient (EBR) in the Leg.
- 3.0 FAA points for each Diamond Bonus Recipient (DBR) in the Leg.
- Maximum of 30 points per Leg.

Refer to the FAA program brochure for more detailed information. Special rules apply for multiple businesses and international Legs in the FAA program.

For the calendar year 2021, the average income from Amway for all U.S. registered IBOs at the Founders Platinum level and below was \$766 before expenses. See www.amway.com/income-disclosure for details. Earnings depend on many factors, including: customer base, business experience, effort, dedication, and quality and performance of an IBO's sales team.

Following are the approximate percentages of U.S. registered IBOs who achieved the illustrated results in the calendar year 2021: Platinum Comeback Incentive 0.0488%; Emerald Comeback Incentive 0.0035%; Emerald Diamond Leader Growth Incentive 0.0420%; FAA 0.0102%.

Quick Reference and Requirements *(continued)*

EVENT QUALIFICATION

BASELINE REQUIREMENTS FOR EVENTS

Generate an average of 100 or more PV from Verified Customer Sales (VCS) per month, which contributes to an average of 150 or more Personal PV per month. For annual trips, that is a minimum of 1,200 PV from VCS that contributes to the minimum 1,800 Personal PV total for the Performance Year. Having a signed Silver Producer Acknowledgment (SPA) on file is also required.

NEW PLATINUM CONFERENCE (NPC)

IBOs who have met the following criteria are eligible to attend:

- Meet all baseline requirements for events.
- First-time Qualified Platinums who have not previously attended.
- The IBO is from North America.
- IBOs not able to attend the first NPC following their qualification are eligible to be invited to a second conference.
- Have six Silver Producer months with at least three Legs at the 6% or higher Performance Bonus Percent in those months in the same IBO Fiscal Year as the first-time Platinum qualification. IBOs who do not qualify in the FY they first become Platinum may meet the criteria the following year to qualify for NPC.

ACHIEVERS

IBOs who have met the following criteria are eligible to attend:

- Meet all baseline requirements for events.
- Qualified Founders Platinums who also earn a Q12 Annual Incentive, or
- Qualified Sapphires and above.
- IBOs from the North American region only are eligible to attend.

DIAMOND CLUB/ DIAMOND SELECT

IBOs who have met the following criteria are eligible to attend Diamond Club/Diamond Select. Diamond Select is an exclusive extension of Diamond Club for those who meet the requirements.

Diamond Club Qualification Requirements:

- ANA Qualified Diamond, or
- Qualified Executive Diamond or above through Global Award Recognition (GAR) and qualified ANA Emerald Bonus Recipient (EBR).

Diamond Select Qualification Requirements:

- Qualified Executive Diamond or above, and
- Qualified in-market Founders Diamond Bonus Recipient (DBR).

Additionally:

- Meet all baseline requirements for events.
- All award qualifications must be completed/approved in the Fiscal Year and shall be in accordance with the requirements outlined in the Amway Business Reference Guide.
- IBOs from the North American region are eligible to attend.

DIAMOND DREAMS*

IBOs can choose from three customizable destinations: New York, Sedona and Jackson Hole. Qualified Diamonds and above will receive an invitation to choose one of these destinations after they achieve the qualification requirements. IBOs can earn a second trip with at least 10 in-market Founders Platinum Legs and 35 in-market Qualification Credits (allowing to count up to 12 per Leg).

Qualification requirements

- Meet all baseline requirements for events.

First invitation:

- First-time Diamonds with at least 36 ANA Qs.

Requalified Diamonds with less than 144 ANA Qs:

- Qualifying DBR with 54 ANA Qs including three in-market Founders Legs (36 of the 54 frontline Qs – VE counts as 12 Qs), and:
 - » Growth requirement: Add at least six additional ANA Qs, or
 - » Add at least 0.5 ANA GAR Qualification Credits (allowing to count up to 12 GAR QCs per Leg).

* For all events in which ANA FAA points are an eligibility requirement, qualification based on the new FAA schedule applies.

For the calendar year 2021, the average income from Amway for all U.S. registered IBOs at the Founders Platinum level and below was \$766 before expenses. See www.amway.com/income-disclosure for details. Earnings depend on many factors, including: customer base, business experience, effort, dedication, and quality and performance of an IBO's sales team.

Following are the approximate percentages of U.S. registered IBOs who achieved the illustrated results in the calendar year 2021: New Platinum Conference 0.0642%; Achievers Invitational 0.5107%; Diamond Club/Diamond Select 0.0271%; Diamond Dreams 0.0139%.

Quick Reference and Requirements *(continued)*

Requalified Diamonds with at least 144 ANA Qs or six ANA Founders Platinum Legs/24 ANA Qualification Credits (allowing to count up to 12 per Leg):

- IBOs meeting the above criteria automatically qualify for the trip even if there is a reduction in Qs or ANA FAA* points.

Be Our Guest

Make the most of your trip with an Amway host. Simply request one when you begin planning your Diamond Dreams experience. To learn more, ask your Amway Leader Growth Solutions (LGS) Advisor.

NORTH AMERICAN GROWTH COUNCIL*

North American Growth Council (NAGC) invitations are extended to IBOs who achieve Diamond Bonus Recipient (DBR) in North America, meet all baseline requirements for events, are qualified for Executive Diamond, have at least three qualified in-market 12-month Legs and attain one of the following:

- 84 in-market frontline Qs, or
- Six ANA Founders Platinum Legs and 24 ANA Qualification Credits (allowing to count up to 12 per Leg), or
- 72 or more in-market frontline Qs with at least six additional frontline Qs over the prior year. For this method of qualifying, IBOs must also show that they are tracking to requalify for NAGC by the close of March business the following fiscal year in order to receive an official NAGC invitation in April. This means that they must be on track to grow an additional 6 frontline Qs by the close of March business.

All award qualifications shall be completed/approved in the IBO Fiscal Year and in accordance with the requirements outlined in the Amway Business Reference Guide. Invitations are 100% at Amway's discretion.

- IBOs must satisfy the requirements of the Amway IBO Compensation Plan and be in compliance at all times with the IBO Rules of Conduct.
- IBOs must meet Growth Incentives criteria as outlined on page 11.
- IBO conduct must demonstrate high ethical and business standards aligned with the goals and objectives of Amway and its related businesses to receive and/or keep their invitation to North American Growth Council.

* For all events in which ANA FAA points are an eligibility requirement, qualification based on the new FAA schedule applies.

- First, IBOs must be certified in compliance with the Leader Growth Solutions (LGS) process. LGS certification will include: minimum number of certified consultations with Leader Growth Solutions staff annually; three per year.
 - » Active, agreed-upon strategic action plan on file with Amway.
 - » LGS staff will certify consultations based on meeting content, level of engagement with the LGS process and individualized action plan, and general partnership and collaboration with Amway (NOTE: LGS staff will be required to document compliance with this new criteria once per year, prior to year-end).
- Second, NAGC qualifiers must comply with Amway's NCA Event IBO Conduct policy at ALL Amway events. Specifically, the policy requires that:
 - » IBOs attend and actively participate in all business meetings and required activities, including breakout meetings and scheduled one-on-one meetings with Amway staff.
 - » IBOs dress appropriately and act professionally at all business meetings and activities.
 - » IBOs refrain from activities that could cast themselves or Amway in a negative light.
 - » IBOs treat hotel guests, hotel staff and Amway staff with respect at all times.
 - » IBOs follow all policies pertaining to the event.
- IBOs willingly participate in ongoing Amway recognition elements such as: New Pin videos, photos, stage recognition at Amway events, and articles and stories for Achieve™ Magazine.
- Failure to meet these conditions may result in forfeiture of NAGC trip eligibility/qualification and denial of participation at other NAGC meetings and activities that happen over the course of the year.

For the calendar year 2021, the average income from Amway for all U.S. registered IBOs at the Founders Platinum level and below was \$766 before expenses. See www.amway.com/income-disclosure for details. Earnings depend on many factors, including: customer base, business experience, effort, dedication, and quality and performance of an IBO's sales team.

Following are the approximate percentages of U.S. registered IBOs who achieved the illustrated results in the calendar year 2021: NAGC 0.0086%.