



**UKRAINIAN BSM
(BUSINESS SUPPORT MATERIAL)
QUALITY ASSURANCE STANDARDS**

UKRAINIAN BSM (BUSINESS SUPPORT MATERIAL) QUALITY ASSURANCE STANDARDS

The current document is a guideline meant to support Approved Providers in setting up BSM. Please note that standards included in this document cannot cover all possible aspects / situations that might be taken into consideration during the review of BSM. Amway, however, believes that this information will support you to protect the reputation of Amway, ABOs (Amway Business Owner) and the affiliated ABO organization.

BSM cannot include false, misleading, inaccurate, or deceptive statements with prospects or ABOs.

All BSM, and promotion of BSM, must comply with the Rules of Conduct and Policies established for ABOs and Member Plus (where applicable). Deviations depend on market specific situations like cultural issues, local legislation, etc. Amway believes that the use of BSM and attendance at meetings may be an effective tool in building an ABO's business and that the use of tools and teachings developed by successful organizations and their leaders should impact the Amway Business in a meaningful and measurable way.

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POSITIONING THE AMWAY BUSINESS OPPORTUNITY

FOR CONTACTING AND INVITING – DETERMINING INTEREST

Materials in this category are designed to determine the level of interest in the Amway Business Opportunity and not used to show or explain the plan.

Approved Provider name and AMWAY name are required. Materials should not suggest this is anything other than the Amway Business Opportunity.

DESCRIBING THE AMWAY BUSINESS OPPORTUNITY

The Amway Business must be presented as an opportunity to earn income through the retailing of products and the sponsoring of others to do the same. It's a business including products and product education, distribution, sales and marketing, customer service, and the Sales and Marketing Plan.

The Amway Business should not be referred to as anything other than the Amway Business Opportunity. It must be clear that the Approved Provider does not supply the opportunity but supplies optional business support materials.

Using a deceptive synonym for Amway is not allowed (see examples on page 4).

Earnings and Plan materials need to be in agreement with the appropriate earnings figures communicated by Amway.

It must be made clear to the prospect that Amway provides the following:

- The ABO contract (rights and responsibilities)
- Amway Sales and Marketing Plan which includes:
 - Sales and marketing (and their administration)
 - Rewards (and their administration)
 - Recognition (and its administration)

- The products, product education, product support, and Partner Store affiliations (where applicable)
- Distribution (products and services)

Within a prospecting piece, the Amway name and/or logo must be displayed equally to Approved Provider's branding. Language that states or indicates that success or income is guaranteed is not allowed.

SHOWING THE PLAN / BUSINESS BUILDING

Earnings and Plan materials need to be in agreement with the appropriate earnings figures communicated by Amway. All income representations must be limited to personal income from the Amway Business Opportunity and provide realistic, not exaggerated, income potentials.

Lifestyle representations may be used if they provide realistic, not exaggerated, income potentials, contain the proper additional figures, and reflect the actual lifestyle of the ABO depicted in the representation.

When describing the Amway Sales and Marketing Plan, the roles of a balanced business (ABO retail sales, personal use, and sponsoring) must be accurately explained.

ABO Retail Sales – Selling to customers is a great way to earn immediate income.

Personal Use – When showing the Amway Sales and Marketing Plan and in discussing it with anyone, personal use must be characterized as a way to learn about the products and develop personal experience that may be useful in the marketing of the products. Money saved through personal use is not income and should not be represented as such. Implying that the business is a wholesale buying club is not allowed.

Implying that a successful Amway Business can be built solely on personal consumption is contrary to the Rules of Conduct as having customers is an essential component of the Sales and Marketing Plan and a reason why the Amway Business is not an illegal pyramid scheme.

Sponsoring – Income is not earned from the act of sponsoring. Stating or implying that an ABO can be successful or earn bonuses solely from the act of sponsoring others is not allowed. When describing sponsoring, proper emphasis must be placed on the importance of a prior or existing personal contact. Sponsoring may support ABO to build a successful business.

The Amway Sales and Marketing Plan does not compensate ABOs for the act of sponsoring alone. Compensation is earned when products are sold to customers. To imply that an ABO can be successful or earn fees from merely sponsoring others is an inaccurate representation of the business opportunity.

SELF-IMPROVEMENT PROGRAM

Presenting the business primarily as a self-improvement program, e. g. to improve yourself, save your marriage, or improve relationships with your family or others, rather than a for-profit business is a misrepresentation of the business.

That would imply that the primary activity in the business is something other than generating profit. The self-improvement aspects of the business are intangible and should be presented in that context.

EQUAL OPPORTUNITY BUSINESS

The Amway Business must be presented as an equal opportunity business and does not exclude people due to personal beliefs, political affiliations, nationalities, ethnic background or racial origins.

Content Permitted

Requirement: It must be clear that what is being described or offered is the Amway Business Opportunity

Content options permitted (some examples):

- The Amway Business Opportunity
- The Amway Business
- The Amway Sales and Marketing Plan
- The (ABO support organization) approach to the Amway Sales and Marketing Plan
- ABOs powered by Amway and supported by (ABO support organization)
- ABOs powered by Amway and affiliated with (ABO support organization)

Additional content permitted with appropriate context or description. To be used only in conjunction with Amway Business Opportunity (some examples):

- Independent commerce
- Personal commerce
- i-commerce / marketing
- ABO business model / opportunity
- Business Opportunity
- Free enterprise opportunity
- Independent business
- Direct selling opportunity
- distributorship
- Opportunity with limited investment, unlimited potential
- Control your spending, build clientele, and sponsor others to do the same
- Expand your business by supporting key people
- Business concept (if used to describe the ABO support organization approach)
- e-business / e-commerce / e-marketing
- Supplier / supplying company / producer (if Amway is referenced as the contracting party)

Content NOT Permitted (some examples)

- Internship program
- Savings plan
- Tax shelter
- Wholesale buying club
- Franchise
- Virtual mall / Internet Store
- Sponsoring company
- Financial or investment seminar
- Class / Workshop seminar or e-seminar
- I'll hold a spot open

- Ground floor opportunity
- If you don't like selling, this business is for you
- All you have to do to go Diamond is to find six people and sponsor them
- Employee, agent, e-commerce ABO, or legal representative (as a synonym for ABO)
- Amway is just a supplier
- ABO "outsources" administrative support
- "Get rich quick" scheme
- Guarantee of success
- Diminish time and effort
- "Risk-free", "investment-free" opportunity / business
- Business idea (as a synonym for the Amway Business Opportunity)
- Financial / trading project or project (to describe the Amway Business Opportunity)
- Employment opportunity
- Mentorship program
- Consumer Network / Organization
- Prosumer / Consumer / Customer (as a synonym for ABO)
- Pipeline
- No (product) sale required
- To describe Amway as the (support) system
- Market research
- Job interview or set up an interview
- Job application documents
- Cheaper shopping
- Vendor (as a synonym for Amway)
- One of many partners (when used to describe the Amway Business)
- Web Portal Provider
- Customer Registration

TIME AND EFFORT

A guarantee of success is not allowed.

Each ABO has complete freedom in determining the number of hours worked and in scheduling those hours. Mandatory quotas of appointments, calls, etc. are not allowed.

FACTS AND FIGURES

Anything, including statements, statistics, direct quotations, and other information, used to promote the business or the Amway products must always be correct and substantiated. Statements that cannot be substantiated must never be used in any support material.

CORPORATE INFORMATION

Corporate statistics, rankings, and historical information should be consistent and not vary from what is currently presented by Amway. Using proprietary and / or confidential Amway or Alticor Inc. information in any form or medium is not allowed.

FOUNDING FAMILIES

References to the DeVos and Van Andel families should be made only in conjunction with the ownership of Amway

Corporation and the Alticor family of companies, including Amway.

References to any of the private projects, businesses, and philanthropy of the Van Andel and DeVos families must always be accurate and with a clear distinction between those and Amway and the Alticor family of companies.

PRODUCT STATISTICAL INFORMATION

Graphs, visuals, quotes, and references to statistical data must be substantiated from an identified, credible source and dated currently (no more than three years).

Facts must be applicable to the intended market.

PRODUCT COMPARISON

Price or product comparisons, according to legal position and are only possible if this data is confirmed by facts, is true, objective and useful for sharing with potential buyers. Because of the delicate nature of this subject price comparisons are discouraged because of the risk level and need for substantiation. ABOs who might think of price or product comparisons should seek legal advice first and ask their lawyer of confidence.

INTELLECTUAL PROPERTY

USING COPYRIGHTED MATERIAL AND TRADEMARKS

Music played, performed, recorded, or broadcast in connection with the development or use of BSM must be appropriately licensed. Proof of same shall be retained and produced to Amway upon request.

The use of any copyrighted materials or other intellectual property including but not limited to music, textual materials, graphics, photos, people or model imaging, logos, or trademarks, either from a third party or produced by Amway or Alticor Inc. without proper licensing, authorization, or permission by the owner and without proof of same is not allowed. Amway or Alticor corporate-owned trademark and logo artwork, product photos, and corporate-related images shall be obtained only from corporate sources as specified by Amway.

PROPER TRADEMARK USE

Trademarks should not be Pluralized – Since trademarks cannot be nouns, do not use them in the plural form. Instead, pluralize the common nouns they describe.

Examples:

AMAGRAM™ Magazines and SCRUB BUDS™ Stainless Steel Sponges

Trademarks should not be used in the Possessive Form – Trademarks should never be used in the possessive form, unless the trademark itself is possessive.

Examples:

Correct: We enjoy using AMWAY™ Products

Incorrect: We enjoy using AMWAY's Products

Trademark Notice – Use the TM notice symbol with no foot-noted ownership statement unless otherwise directed during the corporate review process. The standard corporate

style is to display trademarks in all capital letters in text, or in stylized, bold or distinctive type (example: NUTRILITE™.) It is acceptable to use lower case lettering when a mark appears in a stylized logo format. Generic product descriptors should have initial capital letters only (example: ARTISTRY™ Waterproof Mascara.). Generally, the trademark symbol TM should appear after the first and most prominent use of the trademark on each page. It is not necessary to use the symbol each and every time the trademark appears. Trade Names and Trademarks are not the same – Trademarks should not be confused with trade names, which are corporate or business names. Trade names are proper nouns. Trade names can be used in the possessive form and do not require a generic term. It is not appropriate to use a trademark notice symbol (™ or ®) after a trade name, nor is it necessary to put trade names in all capital letters.

Examples:

These products are made by Access Business Group LLC. Amway Corp. has affiliates in many countries.

QUALITY OF MATERIALS

All materials shall produce a professional and pleasant visual, tactile and / or audio experience for the user.

AMWAY-PRODUCED MATERIALS

All Amway-produced materials are copyrighted and may not be used or reproduced in whole or in part without the authorization of Amway. To the extent that BSM incorporate Amway-produced materials, the notice “© (insert year of creation) Amway Corp.” should be maintained or added to that section of the BSM.

THIRD-PARTY MATERIALS

If you reference material from a copyright-protected work and are using either a substantial portion of the work or such portion that represents the essence of the work, then written permission or authorisation for use from the source must be provided prior to authorisation by Amway’s Business Conduct area.

Third-party materials such as articles or books, when used to support or promote the Amway Business Opportunity, or products, must be reviewed and authorized by Amway for use.

AMWAY EMPLOYEES

Presentations by employees or representatives of Amway or Alticor Inc. may be recorded, providing it is for personal use. Such recordings may not be duplicated, distributed, or sold in whole or in part without prior written authorization of Amway.

PARTNER STORES

Depending on contracts, using Partner Store logos and product images may or may not be allowed. Approval must be given on behalf of the Partner Store through Amway.

OTHER SOURCES

Test results performed by respective publications in mass media may be quoted, but results cannot be characterized as an endorsement.

Health or medical associations or similar bodies cannot be cited as a source in connection with NUTRILITE™ products.

DISCUSSING EARNINGS

INCOME

Direct or indirect earnings representations must be truthful, accurate, and not misleading and must only reflect the income available or earned through the Amway Sales and Marketing Plan. All other sources of income are to be excluded in representations to prospects and ABOs.

Describing income as continuing (or any synonym of it) without including the requirement for continued effort and / or meeting qualifications is not typical and should not be delivered as such.

All income representations must provide realistic, not exaggerated, income potentials and lifestyle expectations. Earnings and Plan materials need to be in agreement with the appropriate earnings figures communicated by Amway.

No representation that income is guaranteed or assured is allowed.

FULL TIME BUSINESS

ABOs can build their business to a level that may allow them to leave their traditional occupation in order to operate their business full time. It must be clear that generating income through the Amway Sales and Marketing Plan requires time and effort. The Amway Business Opportunity does not guarantee income for life.

RETIREMENT

The Amway Business does not offer “retirement” in the traditional sense, because it requires qualification to maintain earnings. It can produce income as long as it is actively operated.

INHERITANCE

An Amway Business may be willed. As long as the person(s) taking

over the business continue to achieve Sales and Marketing Plan qualifications, this person will also continue to achieve income, rewards and awards.

One of the attributes of the Amway Sales and Marketing Plan is the ability of an ABO to build and establish a substantial business and then pass it on to his heirs or beneficiaries.

TAX BENEFITS

Stating or implying that the Amway Sales and Marketing Plan and / or business is a method of tax reduction or tax relief is not allowed.

Content Permitted

Requirement: It must be clear that what is being described is income generated from the Amway Sales and Marketing Plan. Amway offers an opportunity, not a guarantee. There are no guarantees that one will achieve a particular level in any particular time frame, as results are individual and vary widely.

Content suggestion permitted (some examples):

- Amway Sales and Marketing Plan income
- Sales and Marketing Plan offered by Amway
- The (ABO support organization) approach to the Amway Sales and Marketing Plan

Additional content permitted with appropriate context or description. To be used only in conjunction with Amway Sales and Marketing Plan (some examples – deviations per market possible):

- Performance Bonus income
- Personal bonus income, group bonus income, and available Retail Profit
- Performance-based income
- Sales incentives
- Immediate income potential with opportunity for full time business activity
- Customizable income potential
- Outstanding income / earnings potential
- Rich, wealthy, millionaire (if true)
- Financial freedom / financial independence / financial security / financial free (if true)
- Earnings and / or bonus representations exclusively based on your own personal experiences
- Ongoing income is acceptable with saying or implying ongoing effort
- Inheritable business (Term can be used as long as it is clear the Amway Business, not the income, can be inherited.)
- Maintainable income / bonuses (Term can be used as long as it is clear that income is based on product sales and not guaranteed. “If you build and maintain a strong ABO organization, you can receive maintainable income based on sales of that whole group.”)
- Ongoing income / bonuses (Term can be used as long as it is clear that income is based on product sales and not guaranteed. “If you build and maintain a strong ABO organization, you can receive ongoing income based on sales of that whole group.”)
- Sustainable income / bonuses (Term can be used as long as it is clear that income is based on product sales and not guaranteed. “If you build and maintain a strong ABO organization, you can receive sustainable income based on sales of that whole group.”)
- Continuing income / bonuses (The term can be used as long as it is clear the income depends on long-term effort, on continuing product sales and is not guaranteed. “If your ABO group generates continuing sales, you can receive continuing income.” “As long as they keep selling products, you can earn continuing income.”)
- Long-term income / bonus (The term can be used as long as it is clear the income depends on long-term effort, on continuing product sales and is not guaranteed. “If you stay active in this business over the long term, you can receive long-term income.” “As long as they keep selling products, you can keep earning long-term income.”)

Content NOT Permitted (some examples)

- Risk free, no investment, no risk, secure / safe
- Success or profit guaranteed or assured
- Setting time frames on income
- Tax shelter
- Residual, passive, or recurring income

- Royalties or endorsements
- Never work again, always on vacation or always travelling
- Freedom from work
- The money saved in personal use is not to be represented as income
- Permanent income
- Retirement money, retirement
- Discount (instead of retail margin or retail profit)
- Guaranteed income
- Promise of making fast income
- Easy income

DESCRIBING PRODUCTS

Claims for Amway products must be used verbatim from official Amway Europe sources.

Content Permitted

Requirement: Statements on Amway products may only be taken verbatim from official Amway literature and official Amway Websites intended and approved for use in the respective market.

- Nutrilite is the world’s No. 1 selling vitamins and dietary supplements brand (Footnote “Euromonitor International Limited; Vitamins and Dietary Supplements, World, GBN, Retail Value RSP, % breakdown, 2012.”)
- “ARTISTRY™ is among the world’s top five, largest-selling, premium skincare brands (Footnote “Source Euromonitor International Limited; Beauty and Personal Care database, premium cosmetic sector, global 2009 RSP, global brand name classification.”)
- Biodegradable products

Content NOT Permitted (some examples)

- Statements on illness / disease
- Medical claims
- Analysis, diagnosis
- Erase signs of aging
- Cure / treat / relieve symptoms
- Prevention (in conjunction with illness / disease)
- Prescribing
- Bio-products
- Ecologically clean

PARTICIPATION WITH THE APPROVED PROVIDER AND PURCHASE OF BSM

PARTICIPATION AND PURCHASE ARE OPTIONAL

Participation with a Approved Provider and the purchase of BSMs must be presented as optional and not a required component of building an independent business powered by Amway.

Participation with a Approved Provider may assist an ABO to build a successful business, however it is not a guarantee to success.

The primary business relationship of an ABO is with Amway.

Suggesting that any materials other than the literature portion of the Amway Starter Kit must be purchased to register as an ABO is not allowed.

FINANCIAL RESPONSIBILITY

Encouraging financially irresponsible activities as a means to purchase BSM or attend events is not allowed. Stating or implying money spent on BSM as an investment opportunity is not allowed.

OTHER BUSINESS OPPORTUNITIES

BSM can not be used to promote any other business opportunity than the Amway Business.

Content Permitted (some examples)

Requirement: It must be clear that purchase of materials or participation with a Approved Provider is optional

Content suggestion permitted (some examples):

- Approved Provider of Business Support Materials
- Approved Provider
- BSM system / program / team
- Many ABOs find it helpful to purchase and use optional BSM. The amount of materials an ABO purchases should be commensurate with the size of his or her Amway Business. ABOs who offer these materials may profit from their sales.

Additional content permitted with appropriate context or description. To be used only in conjunction with a clear explanation of the optional nature of tools (some examples):

- BSM Program
- Professional Development Program / Materials
- Business Support and Training System
- Business Development System
- Training Organization / System
- Support System
- Support Team
- Entrepreneurial Development Program
- ABO support organization or Approved Providers provide training, education, motivation, development and support
- ABO support organization or Approved Provider offers an environment that can help you learn about and grow your Amway Business

Content NOT Permitted (some examples)

- Stating or implying a guarantee of success from participation with a Approved Provider
- Stating or implying the Approved Provider is the only source available for training or support
- Stating or implying that participation with a Approved Provider is a required component of operating an Amway Business
- Implying that an ABO must follow all the steps of the System or purchase all recommended BSM in order to succeed
- Grouping the cost of BSM into the initial registration fee

- Mandatory participation
- Spiritual counselling
- Financial counselling
- Encouraging financially irresponsible activities as a means to purchase BSM or attend events
- Characterizing money spent on BSM as an investment opportunity
- Equating BSM to system of secondary and higher education is not allowed

AMWAY BUSINESS ENVIRONMENT

The Amway Business must be presented as an equal opportunity business. Promoting political causes or other issues of a personal nature in the Amway Business environment is not permitted (with exception for those issues that may directly affect the Amway Business or the operation of an Amway Business).

SPIRITUAL / RELIGIOUS COMMUNICATIONS

Spiritual references are not allowed as the message or focus.

Worship services can neither be offered, presented nor promoted as part of the Amway Business.

Demeaning, disparaging, or sarcastic remarks about any religion or system of belief are not allowed.

MORAL / SOCIAL COMMUNICATIONS

Disparaging statements regarding Amway, Alticor Inc., any of their affiliates, employees, ABOs, or other Approved Providers are not permitted.

Using the business platform to express personal beliefs that are derogatory (i.e., against education or traditional employment) is not allowed.

Encouraging an ABO to limit contact or cut ties to family and friends is not allowed. It is appropriate to encourage ABOs to maintain a professional appearance.

POLITICAL COMMUNICATIONS

Endorsement or denouncement of specific candidates, political parties, and/or issues, unless specifically related to the operation of an Amway Business is not allowed.

Inflammatory labels or personal attacks on the character or integrity of government officials or candidates are not allowed.

Content Permitted (some examples)

Requirement: It must be clear that the Amway Business is an equal opportunity business open to all people from all walks of life – people with varying religious beliefs, political affiliations, nationalities, ethnic backgrounds, and racial origins.

Content Suggestion Permitted (some examples):

- Equal opportunity business
- A business opportunity for everyone
- An inclusive business opportunity
- Respect for individuals, their individuality, and their individual beliefs

Additional content permitted with appropriate context or description. To be used only with a clear explanation that the Amway Business Opportunity accepts all people regardless of their personal beliefs (some examples):

- Preserving free economy and free enterprise
- Values like accountability, commitment, integrity, honesty, trustworthiness, family, individual initiative

Content NOT Permitted (some examples)

- Spiritual or religious beliefs are critical to business success
- Recommendation of spiritual writings or practices that imply success
- Disparaging remarks about any religious beliefs
- Inflammatory labels or personal attacks on government officials
- Demeaning statements regarding personal lifestyle, ethnicity, and gender roles.

THIRD-PARTY MATERIALS

THIRD-PARTY BUSINESS RELATED BSM

Any third-party BSM that deal with product or business topics, trends, techniques or issues must be submitted for review and comply with the Ukrainian Quality Assurance Standards for BSM prior to being promoted and distributed, sold, or used.

OTHER THIRD-PARTY MATERIALS

Third-party materials that deal solely with non-business related topics such as relationships, spirituality or religion can not be offered.

WEBSITES

BSM Information on the Approved Provider websites must be password protected and available only to ABOs unless approved as a guest entry or side. Please refer to the current Ukrainian ABO Website Policy.

APPROVED PROVIDER WEBSITES

Content requiring password protection:

- Calendar of functions, open meetings, and locations
- Training and procedural information (such as ordering and other information specific to ABOs)
- Profiles of Success
- ABO support organization promotion information
- BSM / tool listing
- Bulletin board
- FAQ

DEVICES / SALES AIDS

In markets where applicable, the use or sale of devices and other sales aids that are designed to directly support the sale of Amway products and services are only allowed with advance written authorization by the Corporation. Excep-

tion: Approved Provider logo-wear, key chains, pens, and other similar items.

USE OF BSM AUTHORIZATION NUMBER

Each authorized BSM must contain the following legend (or respective local language version as communicated by Amway) as stated in the authorisation letter:

“Content of this BSM has been reviewed for compliance in accordance with “Amway’s Quality Assurance Standards, Rules and Policies”, (date authorized – authorization number).”

All BSM at a minimum require disclaimers indicating that (1) the use and the purchase of any such materials is voluntary, (2) that the use of any such materials will not guarantee success and (3) that the materials have been published independently of Amway.

This legend must be visible and legible; however the position on the BSM may vary depending on the media type:

- CDs and DVDs
- To be printed preferably on the CD / DVD itself or on the cover.
- Printed Materials

To be printed preferably on the (back) cover or inside. A sticker with full legend might be used as well.

DISCLOSURES

Disclosures might be required, depending on context, media type and target group and will be provided together with the BSM review.

SPEAKER RULES

Presentation Content Standards:

These standards describe the criteria used in the review process of Business Support Materials and can be used by ABOs as a guide while preparing speeches to be delivered at ABO meetings/events or prior to manufacture of printed and audio/video materials in support of the Amway Business.

ABOs producing meetings/events must ensure that all ABOs speaking at such meetings/events are furnished with a copy of these Speaker Rules. All ABOs speaking at such meetings or events are required at all times to comply with these Standards.

SECTION 1. ACCEPTANCE

1. Spiritual/Religious communications

Presenters may not:

- use the stage as a platform to promote religious and/or personal social beliefs.
- Advocate that success is dependent on holding certain beliefs.
- Recommend certain religious or spiritual writings and practices.
- Conduct worship services.

2. Political communications

Presenters may not:

- use the stage as a platform to promote political (with exception for those issues that may directly affect the Amway Business or the operation of an independent business)
- Make references to preferences regarding specific political views, parties, candidates or elected officials.

3. An Equal Opportunity Business

Presenters must promote the Amway business as an equal business opportunity – it's a business for everyone. The business for everyone means an acceptance of all people, regardless of their personal beliefs, political affiliations, nationalities, ethnic backgrounds, and racial origins.

4. Moral/Social communications

Positive statements related to values such as trustworthiness, honesty, integrity, responsibility, commitment, family, individual initiative, etc. are permitted.

Demearing statements regarding personal lifestyle, ethnicity, or the roles of males and/or females are not permitted.

Using the stage as a platform to promote personal social beliefs or social and cultural issues are not permitted.

SECTION 2. ACCURACY

The presentation of the Amway business has a critical impact on the reputation and credibility of the presenting ABO, the Sponsor/Line of Sponsorship (LOS), Amway, and the overall business.

A general rule is to "under-promise" so the business can "over-deliver." The goal is to ensure that Prospects and ABOs have realistic expectations about the business, understand how income is earned, and are clear about the time and effort required to earn income as an ABO.

1. Amway's Role

The Amway Business must be presented as an opportunity to gain income through the retailing of products and the sponsoring of others to do the same. It's a business including products and product education, distribution, compensation, customer service, and the Sales and Marketing Plan. The Presenter must not misrepresent the relationship of the ABO to Amway by, for example, suggesting or implying that Amway is "just a supplier", or that the ABO represents a business opportunity of which "Amway is a part", or that the ABO is an Amway e-commerce distributor, or that the ABO "outsources" administrative support to Amway, etc

2. ABO Role

Presenters must not promote the use of false, misleading, inaccurate, or deceptive statements with Prospects or other ABOs. Presenters must promote behaviour that results in an ABO making themselves known as an Amway ABO, as soon as possible. It's necessary to identify the purpose of the contact – namely the sale of Amway products and/or to introduce the Prospect to the business. The invitation to see the Plan may not be disguised.

3. Role of the Support System

ABOs must understand that ABO Organization participation

is voluntary and participation does not guarantee success. Providing examples of how the system contributed to the growth of a profitable business is acceptable. The primary business relationship of an Amway ABO is with Amway and not a support system or organization. To imply otherwise is contrary to the Rules of Conduct.

4. Business Support Material Role

Amway believes that the use of BSM and attendance at meetings may be an effective tool in building an ABO's business. However, Amway believes that BSM should do more than just motivate. Amway believes that the use of tools and teachings developed by successful organizations and their leaders should impact the Amway business in a meaningful and measurable way.

Ultimately, the decision to purchase BSM and/or attend events is strictly voluntary. It is entirely optional and should be presented as such. The opportunity for an ABO to receive support from their sponsor or upline Platinum cannot be conditioned upon whether or not BSM are purchased. Please note that ABOs may promote only those BSM which are officially authorized by Amway for use in the market.

5. Open and accurate representation of the Sales and Marketing Plan

The Sales and Marketing Plan should not be represented as anything other than what it is: the business and compensation framework for an independent Amway business. Prospects must understand this as well as the fact they are entering into a contract with Amway, which includes the rights and responsibilities that come with being an ABO.

The Plan should not be positioned as a "get rich quick" scheme. ABOs must not guarantee any level of success and diminish the time and effort necessary to build an independent Amway business.

6. Personal consumption

A balanced business includes registering, retailing, and personal use. Implying that a successful independent business can be built solely on personal consumption is prohibited by the Rules of Conduct. Having customers is an essential component of the Sales and Marketing Plan and a reason why the Amway business is not an illegal pyramid scheme. Prospects and ABOs should understand how having a customer base contributes to a profitable business.

7. Self-improvement program

Presenting the business primarily as a self-improvement program rather than a for-profit business is a misrepresentation. For example, presenting the business as a way to improve yourself, save your marriage, or improve relationships with your family or others implies that the primary activity in the business is something other than generating profit. The self-improvement aspects of the business are intangible benefits and should be presented in that context.

8. Sponsors-only

An Amway business is built on the balance of retailing products and sponsoring others who do the same. The Amway Sales and Marketing Plan does not compensate ABOs for the act of sponsoring alone. Compensation is earned when

products are sold to customers. To imply that an ABO can be successful or earn fees from merely recruiting and sponsoring others is an inaccurate representation of the business opportunity.

9. Earning representations

Direct or indirect earnings representations must be truthful, clear, accurate, and not misleading. Representations to Prospects and ABOs can only reflect the income available or earned through the Amway Sales and Marketing Plan and must exclude all other sources of income.

ABOs may use only those earnings and/or bonus representations based on their own personal experiences, provided that they at the same time disclose the average income, earnings, and sales figures and percentages as published by Amway. They may disclose only other current financial figures about Amway as published by Amway.

Use of the terms “financial security,” “rich,” “wealthy,” and “millionaire” could exaggerate and suggest a level of earnings that are not typical and may be unacceptable, depending on context. Acceptable terms are: “achieving your financial goals,” “financial flexibility,” or “financial growth.”

Use of the terms “residual income,” “residuals,” “passive income,” “royalty income” or “royalties” misrepresents the nature of earnings from the Sales and Marketing Plan. These terms imply that earnings can continue endlessly without further effort. The Rules of Conduct require fulfillment of certain responsibilities. Acceptable terms are “leadership bonus”, “ongoing” and “continual income.”

10. Guarantees of results

Amway offers an opportunity, not a guarantee. Language that implies a guarantee of success misrepresents the business being offered. Use of “risk-free” or other terms that imply a guarantee of results must be avoided.

Each ABO determines the amount of time and effort he will devote to building an independent Amway business. There are no guarantees that one will achieve a particular level in any particular time frame, as results are individual and vary widely.

11. Sponsorship responsibilities

Each ABO must personally provide training and motivation to other ABOs they have sponsored.

12. Retirement, inheritance and an Amway Business

The Amway Business does not offer “retirement” in the traditional sense because it requires qualification to maintain earnings. It will produce income only so long as it is actively operated.

One of the attributes of the Amway Sales and Marketing Plan is the ability of an ABO to build and establish a substantial business and then pass it on to his heirs or beneficiaries.

Certain frequently used “retirement” phrases – including “never work again,” “always on vacation,” “always traveling,” or that ABOs have “freedom from work” – imply that no work is required after one builds an Amway business to a certain level, and so must not be used. Use of the terms “residual income,” “residuals,” “passive income,” “royalty income,” or “royalties” is also unacceptable, as they misrepresent the nature of earnings from the Sales and Marketing Plan.

13. Independent contractor relationship

ABOs own their businesses and operate as independent contractors. Every ABO has a contractual relationship with Amway, own their Amway business and are personally responsible for managing their Amway business. An ABO is not an employee, agent, or legal representative of Amway or any other ABO.

14. Facts and figures

Anything, including statements, statistics, direct quotations, and other information, used to promote the business or Amway’s products must always be correct and substantiated. Sharing unsubstantiated information could be misleading and damage the credibility of Amway, the presenting ABO, the business, and ABO organizations. Statements that cannot be substantiated must never be used in any support materials.

References to the DeVos and Van Andel families should be made only in conjunction with ownership of Alticor and the Alticor family of companies, including Amway. References to any of the private projects, businesses, and philanthropy of the Van Andels and DeVoses must always be accurate and with a clear distinction between those and Amway and the Alticor family of companies.

Graphs, visuals, quotes, and references to statistical data must be substantiated with an information source and date. They must also be current (no more than 3 years old). Additionally, if you reference material from a copyright-protected work and are using either a substantial portion of the work or such portion that represents the essence of the work, then written permission or authorization for use from the source must be provided prior to authorization by Amway’s Business Conduct area.

Third-party materials such as articles or books, when used to support or promote Amway’s business model, opportunity, or products, may be defined as advertising or labeling information by government authorities. These materials must be reviewed and authorized for use.

15. Other business opportunities

Presenters may not promote any other business opportunity other than the Amway Business, nor may participants be solicited from stage to attend meetings for the purpose of presenting another business opportunity at any future date. Presenters may not substitute group or non-Amway organizational identity for the Amway Business.