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ANNUAL REPORT 2009



IBOAI★50

IBOAI Annual Report

From the Chairman of the IBOAI Board

The IBOAI's theme, battle cry, and marching orders for 2009 were ... *Moving Ahead Together*

- *Moving*, as in not sitting and waiting but being active and vibrant – in motion!
- *Ahead*, as in not just moving, but producing progressive action with a success destination – full speed forward!
- *Together*, as in employing the great power of unity with Amway Global, the Independent Business Owners Association International (IBOAI), Founders Council, Diamonds, Platinums, and the newest IBO!

The mandate of the Independent Business Owners Association International was not complicated: Represent and serve all IBOs from every organization by working closely with Amway Global to secure and enhance everyone's opportunity.

My job as this year's Chairman was even less complicated: Guide, encourage, and focus our "All Star" team. Your Board represented many years of experience and practical problem-solving expertise. Each Director was a hard working, active, qualified Diamond. Steve Woods chaired the Legal and Ethics committee. Kathy Victor led Business Operations. Joe Markiewicz guided Awards & Recognition. These, along with Jim Dornan, Shivaram Kumar, and Glen Baker, made up the Executive Committee that sets our agenda. The Marketing Advisory Committee (MAC) was chaired by Terry Andrews.

Past Chairman Bill Hawkins exhibited masterful leadership last year and his assistance to me in the capacity of a past chairman was invaluable. Also, I leaned on the experience of Vice Chair Steve Woods. Jody Victor and Jim Janz returned as the Governance & Oversight committee. These two amazing leaders helped me navigate rough waters and avoid mine fields. As you can see, with this Board and leadership team, 2009 was a banner year.

In a few words, we accomplished my vision for the Board in 2009 and more:

- Proved ourselves to be a trusted, indispensable, and loyal partner to the DeVos and Van Andel families.
- Forged final agreement on details to the most lucrative and progressive Growth Incentive program (GI) in history.
- Continued and increased communication on Board activity with organizational leadership.
- Partnered with Amway Global on 2009 National Spotlights, Imagine True Success, and other IBO eve
- Worked closely with Steve Lieberman, Managing Director; Sandy Spielmaker, Vice President of Sales; and the entire Amway Global team on initiatives designed to double North America's volume.

There is no reason why 2009 should not be seen as our biggest and best year ever. We accomplished so much "*Moving ahead together!*"

May God continue to bless you and your families.



Bob Andrews
2009 IBOAI Chairman



Bob Andrews

Your 2009 IBOAI Board Committees

Executive Committee

Bob Andrews, Steve Woods, Bill Hawkins, Glen Baker, Jim Dornan, Shivaram Kumar, Joe Markiewicz, Kathy Victor

Awards & Recognition

Joe Markiewicz, Jim Dornan, Glen Baker, Jody Dutt, Shivaram Kumar, Dan Yuen

Business Operations

Kathy Victor, Pedro Lizardi, John Crowe, Howie Danzik, John Merris, Doyle Yager

Legal & Ethics

Steve Woods, Bill Hawkins, Mike Bundy, Bert Gulick, Carl Reardon

Governance & Oversight

Jody Victor, Jim Janz

Hearing & Disputes

Jody Victor, Bill Hawkins, Joe Markiewicz, Steve Woods, Jody Dutt, Shivaram Kumar, Dan Yuen

Your Marketing Advisory Committee

The Marketing Advisory Committee meets during IBOAI Board Meetings to advise Amway Global on products, promotions, and marketing recommendations. They are your voice in product development and promotion with Amway Global, bringing years of experience and business savvy to marketing decisions. The results in 2009 included new Artistry and Nutrilite products, promotional offers, and the mobile experience programs.

Marketing Advisory Committee

Terry Andrews, MaryBeth Markiewicz, Sandy Hawkins, Jennie Belle Crowe, Theresa Danzik, Patsy Lizardi, Sharon Janz



The Marketing Advisory Committee (MAC) meets at the same time as the IBOAI Board to represent IBO perspectives on products and promotions.

A Half Century of Accomplishment

In March of 2009, the IBOAI celebrated its 50th Anniversary with a Reception and Dinner in conjunction with the March Board Meeting. Joining current Board Members and staff in celebration were Board Members from the past, second and third generation Board family members and rising IBO leaders, and special guests, including the only surviving member of the original founding families – Bernice Hansen. U.S. Dream Academy founder and CEO, Wintley Phipps, presented a private concert in honor of the special event. We remembered our 50th Anniversary as a mid-stop along an adventure always focused on freedom, family, hope, and reward – the business that never stops growing, never stops getting better.

Taking Care of Business after 50 Years

It was in the spring of 1959 that the Dutts, Hansens, Victors, DeVoses, and Van Andels established the American Way Association to make sure IBOs were represented in decisions that affect their businesses. Today, that tradition continues in the tremendous working relationship between the IBOAI and Amway Global, including members of those very same families. In recognition of that close working relationship, the Board presented the Victor family with the Victor Legacy Award and the DeVos and Van Anandel families with the Freedom, Family, Hope, and Reward Award.

Over the years, the Association Board and the Corporation have collaborated hundreds of times to make this the best business opportunity in North America. It resulted in enhancements to the bonus structure, improvements in ordering and distribution of products, increased development of products, and refinements in the Rules of Conduct that protect all of our businesses. This year, the Board continued this fine work, working closer with Amway Global than ever, even making it a goal to double business in North America.

Among the 69 momentous recommendations championed by the Board so far in 2009:

- Fast Track program initiated by the Awards & Recognition Committee
- Largest Growth Incentive program improvements ever
- Simplification of registering clients and IBOs
- Global Mobile initiative
- Web 2.0 initiative
- Social Media initiative
- Rebranding of products to “green format”

In addition, the Board partnered with Amway Global numerous times at events such as Achievers, Diamond Meetings, National Spotlight Tours, and Amway Global’s 50th Anniversary celebrations during Global EDC and Diamond Forum in 2009 to help them to communicate business-enhancing changes with the field.



Our Founders: (Clockwise from top left) Eileen & Jere Dutt, Jay Van Anandel & Rich DeVos, Fred & Bernice Hansen, Helyne & Joe Victor, and Walter Bass.



Three generations of the Founding Families continue the legacy of the Founders: the Dutts (upper left), the Victors (upper right), and the Hansens (bottom), including original member Bernice Hansen (seated).



Association Co-Founder and Amway Corporation Co-Founder Rich DeVos, and Amway President Doug DeVos and Chairman Steve Van Anandel celebrate 50 years of serving IBOs in 2009.

What a joy it is to celebrate 50 years of hard work and dedication serving Amway business owners. I thank you from the bottom of my heart for your time and commitment to this marvelous association.

For 50 years we have worked to make this business work for the IBO. The next 50 years will be the same. The real goal must be to lift others up, so they can be better and grow bigger and improve the lives of all they touch. Together, we can do it!

Richard M. DeVos
Amway Co-founder

What an incredible year 2009 is turning out to be! As we look into the future of this business we have a lot to celebrate. We’re celebrating our history, our heritage and our partnership with you.

The partnership our fathers formed more than 50 years ago is a true reflection of how we do business. And it’s only natural that we work together like they did so many years ago.

Doug DeVos
Amway President

Steve Van Anandel
Amway Chairman



THE STATE OF MICHIGAN
LANSING, MICHIGAN

*This is to Certify That the Annexed Copy of
Articles of Incorporation, and four Amendments of
THE AMERICAN WAY ASSOCIATION**

*has been compared by me with the record on file in this Department
and that the same is a true copy thereof, and the whole of such record.*

*In testimony whereof, I have hereunto set my hand and affixed
the Seal of the Department, in the City of Lansing, this 23rd
day of April, 1959***

Richard M. DeVos
By Van Andel
John Deit *Eleanor Tetina* *Dale Crosby*
John Deit Eleanor Tetina Dale Crosby
Fred Hansen *James V. Pyle* *Walter Biese*
Fred Hansen James V. Pyle Walter Biese

State of Michigan
County of Wayne
On this 23rd day of April, 1959, before me personally appeared John Deit, Fred Hansen, Eleanor Tetina, James Koster, Dale Crosby, Walter Biese, Jay Van Andel, and Richard DeVos to me known to be the persons described in and who executed the foregoing instrument, and acknowledged that they executed the same as their free act and deed, and for the reasons and purposes therein contained.
Virginia Hooper
Notary Public, Wayne County, Michigan
My Commission Expires May 3, 1960



The original Articles of Incorporation creating the American Way Association, which is now the IBOAI.

Technology Roundup

The Board engaged the IBOAI staff in a new set of technology initiatives in 2009 geared to support IBO businesses on the Internet. IBOAI websites were updated and improved, a new tech group was formed that among other issues looked into IBO use of social media to do business, and IBOAI participated in efforts to improve the visibility and reputation of IBO businesses on the Internet through more effective search engine optimization (SEO) and search engine marketing. In addition, the IBOAI established a new YouTube channel and launched a new Facebook page to give the Board a leadership presence in social media.

Giving Back to the Community



In 2009, the IBOAI was proud to once again support the U.S. Dream Academy. The Academy raised more than \$600,000 at its 8th annual "Power of a Dream Gala" in May, IBOs supported by the IBOAI and Amway Global contributing \$77,000 of that total. The U.S. Dream Academy raises funds for its nationally recognized non-profit after-school program dedicated to breaking the cycle of incarceration and poverty through an academic, social, and emotional skill-building curriculum for children.

On the Cover: Your 2009 IBOAI Board and Governance & Oversight Committee.

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