



MESSAGE FROM STEVE VAN ANDEL & DOUG DEVOS

As you know, for the past number of months, Amway's Board of Directors and families have been engaged in an extensive and deliberative search process to fill the position of Amway's Chief Executive Officer (CEO). That process has now concluded and we are pleased to announce Milind Pant as CEO, effective January 2, 2019.

As CEO, Milind will report directly to and be a member of the Board of Directors and will drive the future vision of Amway. He brings a wealth of experience and enthusiasm to help lead our AmwayNEXT focus on ABO success. He comes to us from Yum! Brands where he most recently served as President of Pizza Hut International, leading the international division through incredible growth across Asia, India, and Europe while overseeing more than 9,000 stores outside the U.S. and the advancement of e-commerce and digital strategies. Prior to joining Yum! Brands, he spent 14 years with Unilever in a variety of executive roles, including Vice President of Foods for Africa, the Middle East, and Turkey.

Milind and his wife Amrita have two sons. He and his wife, along with their youngest son, will be relocating to Ada/Grand Rapids in the coming months. Their oldest son is attending Southern Methodist University (SMU).

We are incredibly excited to welcome Milind to Amway and want to emphasize that while our roles may be changing, the families' commitment to ABOs employees stands firm. We, along with our families and the next generation of Van Andels and DeVoses will remain active and visibly engaged. Amway will continue to be family-owned and family-led, even while we delegate management responsibilities to a new CEO. We will move to Amway's Board of Directors as co-chairs while Milind transitions to his new role. We will remain very active in the business attending many events around the world along with G3 who will be visibly engaged as well.

We are also pleased to share with you that Mike Cazer will continue to support Amway's growth as COO, working together with Milind to implement AmwayNEXT.

We anticipate Milind visiting Amway on occasion before his January 2 start date to give everyone a chance to hear from him in person. In the meantime, we know you'll join us in welcoming Milind, and his family, to the Amway family.

