

## OPERATIONS REVIEW

### DISTRIBUTORS MADE THE DIFFERENCE

In reviewing the activities for the year, it was clear that the high level of enthusiasm, motivation and determination of Amway Distributors pushed sales to a record high. Truly embodying the Amway values, Distributors have again succeeded in taking this business to greater heights. This bears testimony to the continuing appeal of the Amway direct selling business model and positive brand image.

Fiscal Year 2003 saw an increase in the number of new higher qualifiers. There were 2 new Crown Ambassadors, 2 new Crown Direct Distributors, 2 new Founders Triple Diamonds, 1 new Founders Executive Diamond, 1 new Executive Diamond and 4 new Founders Diamonds – a truly remarkable achievement. For the first time since Amway entered Malaysian homes in 1976, we have 6 Crown Ambassadors, a strong reflection of the strength and resilience of our business in this market.

This same spirit permeated through the 158,000 strong core distributor force where Distributor productivity continued on an upward trend as it has for the last five years, proving once again that Distributors' resilience and hard-work ruled the day despite an uncertain economic environment. New product introductions and promotions, Distributor meetings, product fairs, product training as well as leadership workshops were well-supported and met with enthusiastic response that translated into higher

retailing and sponsoring efforts. The increased sponsoring activities resulted in applications from the Chinese market growing by 6.3%. This is in line with the Company's key strategy in expanding its base of Distributors. More specifically, the Company will continue to make in-roads into the huge Bumiputra market where it sees a great potential for growth.

Distributor productivity was also fuelled by the enhanced Sales Incentive Programme (SIP) and Non-Cash Awards (NCA) programmes which were made more appealing with the injection of additional funds. This had resulted in an increase in operating costs but the management believed that this investment was necessary to further enhance the competitiveness and attractiveness of the Amway Business Opportunity. This was clearly evidenced in the higher number of SQ12 qualifiers which grew nearly 120% from the previous year, the record number of people qualifying for South Africa and the resounding reaction to the programmes during the National Leadership Conference and by the 16,000 strong attendees at the National Convention held over June 21 and 22 this year.

Distributors were further encouraged at these events by the personal presence of Steve Van Andel, Chairman of Alticor Inc, the parent Company of Michigan-based Amway Corporation. Distributors' motivation level also reached a new peak when the announcement of Tokyo as the venue for the Fiscal Year 2004 Leadership Seminar was made. The record number in excess of 750 Distributors qualifying for this year's Leadership Seminar in South Africa speaks volumes of the impact that these trips have on their productivity. Undoubtedly, these incentives helped drive Distributor morale and business momentum, thus underlining the commitment of both the Company and Distributors in ensuring that the Amway Business Opportunity remains attractive. Fundamental to that commitment is a strong partnership that provides a platform for open communication, effective resolution of issues and a feedback mechanism. Leading that partnership in its sixth year of existence is the Amway Diamond Advisory Council (ADAC) whose role to provide invaluable feedback from the field has highlighted Distributor concerns to the Company and in turn, contributed to the development of programmes that are focussed on their needs.

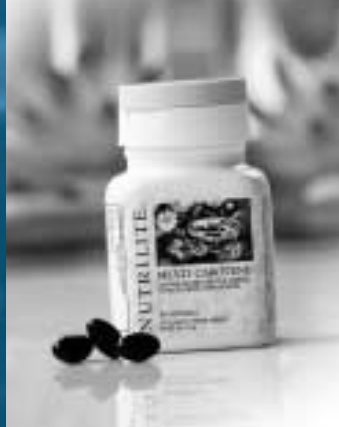
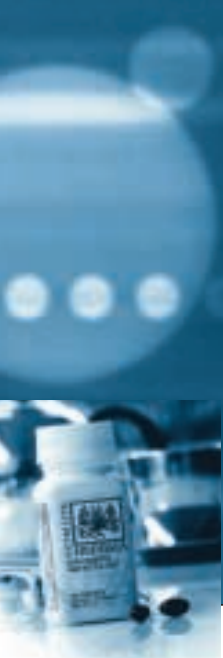


Steve Van Andel, Chairman of Alticor Inc, waving to enthusiastic Amway Distributors at the National Convention.



Amway's General Manager, Paul Yee (centre), with some of the top prize winners of the Amway Contest held in October and November 2002.





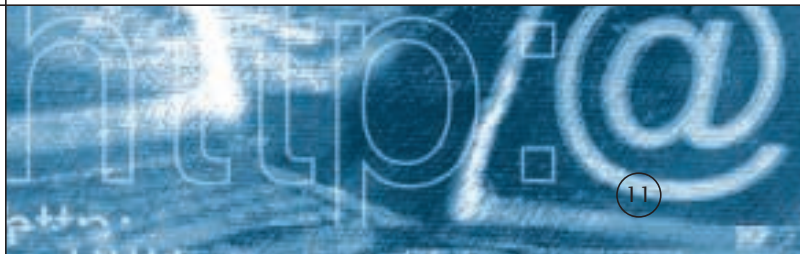
## POWER BRANDS CONTINUED TO DRIVE SALES

The Amway power brands, NUTRILITE™, ARTISTRY™ and the AMWAY™ Water Treatment System contributed significantly to the growth of the Company, again reinforcing their position as star performing products. It is the Company's strategy to focus resources on these power brands through continued product introductions, promotions and targeted training.

NUTRILITE continued to be the largest contributor to overall sales, showing yet again the trust and confidence both Distributors and their customers have for Amway's range of nutritional supplements that embodies the "Best of Nature. Best of Science™". NUTRILITE launched two new products in the year, namely the NUTRILITE Saw Palmetto & Nettle Root to help support normal prostate function naturally and NUTRILITE Multi Carotene, a product formulated with four carotenoid compounds for those wanting added antioxidant protection, or those lacking carotenoid-rich fruits and vegetables in their diet. Also launched under the Nutrition and Wellness business line was the reformulated ACTIVE 8™ Beverage Crystals Lemon/Lime Flavour which is a re-introduction brought back by popular demand from Distributors.

As part of the Company's initiative to source for quality locally-manufactured products to enhance the Nutrition and Wellness range, the Tropical Herbs Formulation for Men and Formulation for Women were introduced. Launched towards the fiscal year end, the Men and Women formulations performed exceptionally well in the month of launch by surpassing forecast by more than two fold. Specially formulated with herbal extracts such as Tongkat Ali and Pegaga, senduduk and shatavari respectively to enhance the harmonious relationship between a man and woman, these products have proven to be a door opener into the Bumiputra market. Overall, strong Distributor and customer acceptance of the NUTRILITE and local brands saw sales growing by almost 12.8% over the previous year. Significant NUTRILITE promotions such as the elegant cutlery set sold at a subsidized price and the popular NUTRILITE Protein Shaker added to the sales momentum as the high-value, high-quality premium items provided attractive retail opportunities. The Company's commitment to help Distributors in their retailing efforts by developing such innovative and exciting promotions paid off as evidenced by the strong growth despite difficult times.

ARTISTRY, the skincare and cosmetic business line once again lived up to its reputation as one of the top five largest-selling, prestige brands of facial skin care and colour cosmetics in the world and the largest-selling in Malaysia, based on a Euromonitor Study of estimated global retail sales 2000. Sales grew 25.2% in Fiscal Year 2003 compared to the previous year. Sales were certainly helped by the seven new product launches (and one revision) as Distributors were able to offer customers, high performance skin care and trendy cosmetic colours to garner higher sales. The top performers were the ARTISTRY Skin Refinishing Lotion, as well as the ARTISTRY Scrub and ARTISTRY Masques. The non-acid technology for the ARTISTRY Skin Refinishing Lotion set it apart from the competition with its gentle, yet effective performance. The spa-inspired Scrub with its tangerine-berry fragrance promised not only smoother skin, but an invigorating experience. The ARTISTRY Moisture Intense and Pore Cleansing Masques provided a moisture surge to dry skin and deep cleansing for oily skin, respectively. The ARTISTRY annual Spring and Fall Collections of up-to-date colour cosmetics have always been eagerly awaited by Distributors and this year was no exception. The ARTISTRY Fragranced Spa Collection for body care, comprising a Bath & Body Gel and Satin Finish Lotion sold out in less than two weeks of launch. Demand for these collections exceeded sales expectations.





## SATINIQUE™

*because feeling beautiful is a beautiful feeling*

Dryer, both high ticket items that were made affordable through the EPS and EPP.

In the year under review, Amway also ran a contest to stimulate the field in their retailing activities. Held in October and November last year, the Amway Contest coincided with the unveiling of the new Amway Logo which is now more contemporary and fresh, signifying the evolution within Amway. More than 10,000 prizes, including seven national cars, worth nearly RM1 million were up for grabs to both Distributors and customers, causing much excitement and activities during those months.

### TRAINING KEY TO DISTRIBUTORS' SUCCESS

Recognising that product knowledge and professional sponsorship skills are essential tools for Distributors to succeed in their business, the Company conducted more than 400 training sessions nationwide to support them. The nature of these training sessions ranged from motivational meetings, forums and seminars to product training workshops and product fairs. The Company also spared no expense in flying in seven expert speakers from our HQ in Ada, Michigan, USA to lend depth and breadth to the knowledge dissemination process to responsibly equip Amway Distributors in their selling and sponsoring efforts. As consumers become more conscious of their rights, Amway Distributors were able to be counted on to bring credibility and responsibility to their retailing activities.

The AMWAY Water Treatment System I (WTSI) trade-in programme returned by popular demand and received overwhelming response from both the Distributors and customers. So successful was the WTS trade-in programme that it experienced a record-setting month during the promotion. This helped propel the Home Tech business line to a strong 30.2% growth in sales for Fiscal Year 2003 compared to the previous year. The AMWAY Water Treatment System was able to beat the competition with its dual treatment technology of not only filtering contaminants with its patented 4-stage activated pressed Carbon Filter but disinfecting water with the UV Lamp, delivering pure, clean water. The trade-in programme served to maintain our market share in the industry, allowing those with the older first generation system to upgrade to the newer second generation Amway Water Treatment System. Due to the soft economic environment, the Company also made purchasing of the WTS easier for Distributors by offering an Easy Payment Plan (EPP) and an Easy Payment Scheme (EPS) in collaboration with Standard Chartered Bank. The EPS offered Distributors with the Amway Standard Chartered MasterCard the opportunity to enjoy 12 months of interest-free payments, thus paving the way for an increase in the sale of high ticket items.

Other products that performed well were those under the Personal Care business line which introduced a total of eight products, including seven high quality hair care products under the SATINIQUE brand – from Cleansers and Detanglers to styling products. The SATINIQUE range, launched in June to replace the PROTIQUE range, have managed to generate incremental sales of 81% to the Personal Care business line in the last three months of the fiscal year. Distributors have taken to the technology behind SATINIQUE that makes it the first and only hair care collection that contains the exclusive Ceramide Infusion System that is clinically-proven to penetrate, repair and strengthen hair with just one use. The Colour Creation Permanent Hair Colours range offered two new colours for highlighting and by popular request, a third Natural Black for grey coverage. Personal Shoppers Catalogue, once again, complemented the Company's business lines with 11 promotions and 7 EPPs which contributed about 22% to total Catalogue sales. Among the new introductions which received favourable response were the Philips Smart Processor and the Indesit Clothes







## HIGH TECH STILL UNDERPINNED BY HIGH TOUCH

The Company had in June 2003 committed RM5 million over a twelve-month period to strengthen its information technology infrastructure. The investment included upgrading the Company's main computer system, upgrading the digital link between its 10 regional distribution centres, incorporating a Business Information Warehouse (BIW) hardware and software programme, improving office automation and enhancing its amway2u.com web-site. This is an investment from which the Company is slowly reaping the benefits as its intention to increase flexibility for Distributors are yielding results. Since its launch in 2001, the value of orders transacted through amway2u.com has increased to RM120.0 million or 29% of 2003 annual national sales. We continue to see a rising trend in Distributors' usage of amway2u.com to transact their ordering. It is a testimony of Distributors' receptivity to change that has seen a paradigm shift in the way that internet technology has become accepted as an ordering tool, especially when the fulfillment policy has resulted in more Distributors going straight to the Company for purchases.

While the relaunching of the amway2u.com in July signalled an encouraging resurgence of internet usage among Distributors, all enhancements done to the new-look site reflected our Company's strong belief that ours remains a high touch business. To that end, Relationship Management (RM) becomes a critical component in ensuring that Distributors are able to do their business in an efficient and informed manner. As part of its IT investments, the Company is currently building a BIW to support future RM activities.



The children having their faces painted as they are feted to a scrumptious buffet lunch.

## COMMITTED TO CHILDREN

On a global level, Amway Corporation had identified and begun championing the plight of children. Here in Malaysia, we have localised the global One-by-One campaign to channel our community efforts to helping children lead healthier lives, whether in a physical or mental sense. In giving back to society and the environment in which we do business, we are now focussed on ONE cause to underpin our community initiatives with the support of our staff and Distributors.

Our charitable legacy lives on through Rumah Tunas Harapan, where it continues to be the platform for most Distributor-led community activities. Some of these efforts were awarded the Amway Friends of the Community Award which recognises outstanding contribution by Distributors in the field of community work.

On hand to lend a personal touch at one of the community initiatives held in June 2003 was Steve Van Andel, Chairman of Alticor, who together with Amway Malaysia, hosted a tea party for the underprivileged children from Rumah Tunas Harapan. The Company also marked the occasion with a RM10,000 donation to the Home.



Chairman of Alticor Inc, Mr Steve Van Andel, handing out goodie bags to the children of Rumah Tunas Harapan Amway.

## BRANDING FOR THE FUTURE

The Company set the wheels of brand-building in motion through the adoption of a pro-active strategy to create greater awareness for the Company and its products. A lifestyle-centric advertising campaign helped position our popular mooncakes in the larger realm of consumer consciousness. Significant Company events were highlighted and captured by the media, which provided invaluable coverage and exposure for the Company.

Branding remains a strategic imperative for the Company. We hope that what we have begun in 2003 will provide the foundation upon which more strategic initiatives will be implemented to create stronger brand awareness for both the Company and its products. Already in the early execution stage is a global brand-building initiative for NUTRILITE to celebrate its 70th Anniversary. This initiative will also be rolled out in Malaysia sometime early to mid next year amidst a planned programme of Distributor and media-related activities which we hope will bring much excitement to Amway Distributors. Running parallel to the brand-building initiatives for NUTRILITE will be an equally exciting programme for ARTISTRY to strengthen its position as one of Amway's power brands. With these plans in place, Amway is setting its sights on the increased awareness of its power brands to take it to the next level of growth.



# BOARD OF DIRECTORS



**Dato' Ab. Halim bin Mohyiddin**  
*(Independent Non-Executive Director)*

**James Bradley Payne**  
*(Non-Independent Non-Executive Director)*

**Tan Sri Datuk Ahmad Farouk bin Haji SM Isahak**  
*(Independent Non-Executive Chairman)*

## CORPORATE INFORMATION

### REGISTERED OFFICE

Level 7, Setia I  
15, Lorong Dungun,  
Damansara Heights  
50490 Kuala Lumpur  
Tel : 03-20957188  
Fax: 03-20950988

### PLACE OF INCORPORATION

MALAYSIA

### PRINCIPAL BUSINESS ADDRESS

34, Jalan 223  
46100 Petaling Jaya  
Selangor Darul Ehsan  
Tel : 03-79555222  
Fax: 03-79555002

### COMPANY SECRETARIES

Lum Chee Yeng (MAICSA No 0880217)  
Tai Yit Chan (MAICSA No. 7009143)

### REGISTRARS

Tenaga Koperat Sdn. Bhd.  
20th Floor Plaza Permata  
Jalan Kampar  
Off Jalan Tun Razak  
50400 Kuala Lumpur  
Tel : 03-40416522  
Fax: 03-40426352

### AUDITORS

KPMG  
Chartered Accountants  
Wisma KPMG  
Jalan Dungun Damansara Heights  
50490 Kuala Lumpur





**Low Han Kee**  
*(Managing Director)*

**Craig Neil Meurlin**  
*(Non-Independent Non-Executive Director)*

**Choong Lai Huat**  
*(Independent Non-Executive Director)*

#### **PRINCIPAL BANKERS**

Public Bank Berhad  
Ground Floor  
No 1, 3 & 5 Jalan 52/2  
46200 Petaling Jaya  
Selangor Darul Ehsan

Standard Chartered Bank Malaysia Bhd  
30/36 Jalan 52/4  
46200 Petaling Jaya  
Selangor Darul Ehsan

#### **SOLICITORS**

Shearn Delamore & Co  
7th Floor Wisma Hamzah-Kwong Hing  
No 1 Leboh Ampang  
50100 Kuala Lumpur

#### **STOCK EXCHANGE LISTING**

The Kuala Lumpur Stock Exchange Main Board  
Stock Code : 6351

# PROFILE OF DIRECTORS

## **Tan Sri Datuk Ahmad Farouk Bin Haji SM Isahak Independent Non-Executive Chairman**

Tan Sri Datuk Ahmad Farouk, a Malaysian, aged 65 was appointed Director of Amway (Malaysia) Holdings Berhad ("AMHB") on 6 June 1996. He was appointed the Chairman of AMHB on 31 March 2002. He also serves as the Chairman of Nomination Committee and member of the Remuneration Committee and Audit Committee.

He graduated with a Bachelor of Science (Honours) degree in Economics and Politics from Queens University, Belfast, Northern Ireland in 1962 and obtained his Master's degree in Business Administration from the University of Pennsylvania, United States of America in 1971. He pursued a career in the Malaysian Administrative and Diplomatic Service and the Malaysian Rubber Research and Development Board. He served as the Assistant Secretary in the Ministry of Commerce and Industry from 1962 to 1966, and as Principal Assistant Secretary in the Budget and Finance Divisions of the Ministry of Finance from 1966 to 1969, as Under-Secretary and Deputy Secretary-General in the Ministry of Primary Industries from 1972 to 1976. In 1976, he was appointed Deputy Chairman of the Malaysian Rubber Research and Development Board and became its Chairman from 1984 to 1994. He is currently the Chairman of Dijaya Corporation Berhad, a Company principally involved in resort and property development that is listed on the Main Board of the KLSE.

Tan Sri Datuk Ahmad Farouk is a shareholder of the Company. He does not have any family relationship with any other Director and/or other major shareholder of the Company and has no conflict of interest with the Company. He has no convictions for offences (other than traffic offences) within the past ten years.

Tan Sri Datuk Ahmad Farouk attended all the Board Meetings of the Company held during the financial year ended 31 August 2003.

## **Low Han Kee Managing Director**

Low Han Kee, a Malaysian, aged 44, was appointed Director of AMHB and Amway (Malaysia) Sdn Bhd ("AMSB") on 6 June 1996 and 16 October 1995 respectively. On 1 September 1998, he took over the helm as the Managing Director of AMHB. He is also a Director of Amway (B) Sdn Bhd ("ABSB"), a subsidiary of AMSB since 1998.

He joined AMSB in 1990 as Divisional Manager, Finance & Administration and was promoted to General Manager responsible for Amway operations in Malaysia and Brunei, in January 1993. He qualified as a Certified Public Accountant in 1984 whilst serving in Ernst & Whinney (now known as Ernst & Young), an international accounting firm. He has since accumulated more than 15 years of financial expertise, having held senior positions in finance in companies listed on the KLSE, including Mulpha International Trading Corporation Berhad, a group involved in trading, construction and engineering, where he last held the position of Group Chief Accountant, from 1985 to 1990 before leaving to join AMSB.

Low Han Kee is a shareholder of the Company. He does not have any family relationship with any other Director and/or other major shareholder of the Company and has no conflict of interest with the Company. He has no convictions for offences (other than traffic offences) within the past ten years.

Low Han Kee attended all the Board Meetings of the Company held during the financial year ended 31 August 2003.

# PROFILE OF DIRECTORS

## **Dato' Ab. Halim bin Mohyiddin** **Independent Non-Executive Director**

Dato' Ab. Halim bin Mohyiddin, a Malaysian, aged 57, was appointed Director of AMHB on 25 November 2002. He also serves as the Chairman of the Audit Committee.

He graduated with a Bachelor of Economic (Accounting) from the University of Malaya in 1971 and thereafter joined Universiti Kebangsaan Malaysia as a Faculty member of the Faculty of Economics. He obtained his Masters of Business Administration degree from University of Alberta, Edmonton, Alberta, Canada in 1973. He retired from KPMG/KPMG Desa Megat & Co. on 1 October 2001, a firm he joined in 1977 and had his early accounting training in both Malaysia and United States of America. He was made partner of the Firm in 1985. At the time of his retirement, he was Partner in Charge of the Assurance and Financial Advisory Services Divisions and was also looking after the Secured e-Commerce Practice of the Firm. He has extensive experience in tax, audit, corporate turnaround and financial restructuring of various companies and has also acted as receiver and manager and liquidator for several companies during his tenure with KPMG.

He is currently the Vice President of the Malaysian Institute of Certified Public Accountants, a Council Member of Malaysian Institute of Accountants, a Fellow of Malaysian Institute of Taxation, member of Institute of Co-operative Auditors and Association of Certified Fraud Examiners, United States of America.

Presently, he is a Board member of Arab-Malaysian Corporation Berhad, Kumpulan Perangsang Selangor Berhad, MCM Technologies Berhad, HeiTech Padu Berhad, Utusan Melayu (Malaysia) Berhad, Digi.Com Berhad, Idris Hydraulic (Malaysia) Berhad, KNM Group Berhad and Idaman Unggul Berhad.

Dato' Ab. Halim bin Mohyiddin is a shareholder of the Company. He does not have any family relationship with any other Director and/or other major shareholder of the Company and has no conflict of interest with the Company. He has no convictions for offences (other than traffic offences) within the past ten years.

Of the five Board Meetings of the Company held during the financial year ended 31 August 2003, Dato' Ab. Halim bin Mohyiddin attended all the three meetings since his appointment as director.

## **Choong Lai Huat** **Independent Non-Executive Director**

Choong Lai Huat, a Malaysian, aged 56, was appointed Director of AMHB on 6 June 1996. He also serves as a member of the Nomination and Remuneration Committee.

He joined AMSB in 1978 as the Marketing Manager and was promoted to General Manager in 1979 before being promoted as the Managing Director in 1981, the position he retired from in 1998. He was the Executive Vice President/Director of Amway Asia Pacific Ltd. from 1993 to 2001. He served as Managing Director of AMHB from 1996 till he retired in 1998. Following his retirement, he was appointed Advisor to AMSB from 1 September 1998 to 31 August 2000. During his tenure with AMSB, he was also a Director of ABSB and was responsible for the operations and performance of Amway Worldwide's markets in Thailand, Indonesia, Malaysia and Brunei. Prior to joining AMSB, he was attached to Esso Malaysia Berhad in Sales and Marketing from 1970 to 1974, as Product Manager in Diethelm (Malaysia) Sdn Bhd from 1974 to 1976 and as New Product Manager in Colgate Palmolive (Malaysia) Sdn Bhd from 1976 to 1978. He was appointed by the Minister of National Unity and Social Development to serve as a pioneer committee member of the National Advisory Council on the Elderly from 1996 to 1998. A former Secretary of Direct Selling Association of Malaysia (DSAM) from 1984 to 1985, he has served as President of DSAM from 1986 to 1989 and from 1994 to 2000. He received his tertiary education from the University of Malaya where he graduated with an Honours degree in Economics in 1970.

Choong Lai Huat is a shareholder of the Company. He does not have any family relationship with any other Director and/or other major shareholder of the Company and has no conflict of interest with the Company. He has no convictions for offences.

Of the five Board Meetings of the Company held during the financial year ended 31 August 2003, Choong Lai Huat attended four meetings of the Company held during the financial year ended 31 August 2003.



# PROFILE OF DIRECTORS

## **James Bradley Payne** **Non-Independent Non-Executive Director**

James Bradley Payne, an American, aged 50, was appointed Director of AMHB on 7 May 1998. He also serves as the Chairman of the Remuneration Committee and member of the Audit Committee and Nomination Committee. James Bradley Payne currently serves as Senior Vice President of Amway Corporation in Ada, Michigan and also Managing Director of Amway overseas affiliate offices in Australia, New Zealand, Thailand, Malaysia, Indonesia, Philippines, Japan, Korea, India, Singapore, Europe and Latin America. In his role of Senior Vice President of the Amway Core Business Unit, he oversees the areas of Forecasting and Special Events. As Senior Vice President of the Amway International affiliates, he is responsible for all areas of strategic operations for each region. From September 1999 through August 2000, he served as President & Representative Director of Amway Japan Ltd., and still serves on the Board of Directors for that affiliate.

Since 1980, his Amway career has taken him around the world with progressively more responsible positions including Director and then Vice President of New Market Development in which he was responsible for expanding markets worldwide. Under his leadership, 11 new Amway affiliates were launched overseas including China and India. From 1991 to 1993, James Bradley Payne lived in Germany where he served as General Manager for Amway Germany, and Regional Manager for the Poland and Switzerland affiliates. Prior to that, he was Managing Director of Amway Thailand from 1987 to 1991, residing with his family in Bangkok. When he joined the Company in 1980, his first position was in the U.S. Sales Division.

A native of Grand Rapids, Michigan, he earned a Bachelor of Science degree in Business Administration from Aquinas College in Grand Rapids. He is a member of the West Michigan World Affairs Council in Grand Rapids, and the Grand Rapids Economics Club, and has recently joined the Board of Directors of the Van Andel Global Trade Centre.

James Bradley Payne is not a shareholder of the Company. He does not have any family relationship with any other Director and/or other major shareholder of the Company and has no conflict of interest with the Company. He has no convictions for offences.

Of the five Board Meetings of the Company held during the financial year ended 31 August 2003, James Bradley Payne attended four meetings and extended apologies for the remaining one.

## **Craig Neil Meurlin** **Non-Independent Non-Executive Director**

Craig Neil Meurlin, an American, aged 51, was appointed Director of AMHB on 11 June 1996. He also serves as an alternate member of the Audit Committee and Remuneration Committee. He is a Partner at Warner Norcross and Judd LLP (Grand Rapids, Michigan, United States of America), a large Michigan law firm, joining in 2000. He was a Special Counsel to the Office of the Chief Executive of Alticor Inc, the parent Company of Amway Corporation beginning 2000 and was appointed to the same position in Alticor Holdings Inc. (the new ultimate parent Company) in January 2003. He joined Amway Corporation in 1993 where he served, until his departure as an employee in 2000, as Senior Vice President and General Counsel with responsibility for the Legal Division and Government Affairs. He also had, for portions of these years at Amway, responsibility for Human Resources and External Affairs. He came to Amway Corporation after 16 years with Jones, Day, Reavis and Pogue (Cleveland, Ohio, United States of America), one of the largest international law firms, where he was a Partner and Coordinator of the Securities Section of the firm's Corporate Group and the Co-Chairman of the firm's Investment Banking Task Force.

He graduated with a Bachelor's Degree from the University of Vermont and a Juris Doctor Degree from the University of Virginia, both of which are in the United States of America, in 1974 and 1977 respectively. He is currently a member of the American Bar Association (Business Law and International Sections), the Ohio Bar Association and the Michigan Bar Association.

Craig Neil Meurlin is not a shareholder of the Company. He does not have any family relationship with any other Director and/or other major shareholder of the Company and has no conflict of interest with the Company. He has no convictions for offences (other than traffic offences) within the past ten years.

Of the five Board Meetings of the Company held during the financial year ended 31 August 2003, Craig Neil Meurlin attended four meetings and extended apologies for the remaining one.