

MARY KAY: The Opportunity

Enriching Women's Lives®

The Mary Kay business model is simple. All Independent Beauty Consultants purchase Mary Kay® products from the Company at established wholesale prices and then sell the products directly to consumers at suggested retail prices. This is direct sales. Worldwide, approximately 2.4 million Independent Beauty Consultants are taking advantage of the direct sales business opportunity by having their own Mary Kay businesses.

With flexible hours, a clearly defined business plan and an open-ended opportunity to achieve personal growth and financial success, a Mary Kay business is the ideal choice for individuals of all backgrounds. Mary Kay Independent Beauty Consultants are in business for themselves, set their own schedules, build their own customer bases and determine their own levels of success -- they are their own bosses.

Independent Beauty Consultants are empowered to conduct their business anytime and anywhere with Mary Kay's smart, convenient and easy-to-use business tools. Mary Kay offers a variety of digital tools including personal e-commerce sites for Independent Beauty Consultants, online virtual makeovers for consumers, e-catalogs, business management tools for mobile devices and social media messaging. Independent Beauty Consultants have 24/7 access to real-time, business-enhancing information they can use to provide their customers with more personalized service and connect with them more efficiently. These digital tools help Independent Beauty Consultants broaden their outreach, strengthen their customer network and increase awareness about their businesses.

Mary Kay Independent Beauty Consultants provide their customers with one-on-one beauty advice that includes the latest information and instruction on skin care, color cosmetics and application techniques. This consultation can be done in the privacy of the customer's own home or office or through various digital tools offered by Mary Kay. Mary Kay Independent Beauty Consultants teach their customers how to apply the products themselves so they can easily replicate the results.

Every Mary Kay independent sales force member starts her Mary Kay business as an Independent Beauty Consultant. An Independent Beauty Consultant can advance her business and become an Independent Sales Director, a leader within the independent sales force. Independent Sales Directors can become eligible for even greater financial rewards. Independent Sales Directors who choose to fully maximize their earning potential can progress to become Independent National Sales Directors, the pinnacle of success among Mary Kay Independent Beauty Consultants.

Independent Beauty Consultant

Independent Beauty Consultants focus on the fundamentals of building a Mary Kay business which include establishing a customer base, selling Mary Kay® products and operating a profitable business while sharing the Mary Kay opportunity. Some individuals become Independent Beauty Consultants to earn extra money for their families, while others have bigger goals, such as replacing full-time income with a flexible opportunity that puts them in greater control of their lives.

Independent Sales Director

Independent Beauty Consultants who have proven their abilities in selling and team-building can choose to advance in their Mary Kay businesses by becoming Independent Sales Directors. Independent Sales Directors continue to build and maintain their customer bases, sell Mary Kay® products and share the Mary Kay opportunity with others. Independent Sales Directors have the opportunity to mentor other Independent Beauty Consultants by offering ongoing leadership, guidance and recognition. Independent Sales Directors can earn additional income through independent contractor commissions paid directly by Mary Kay. Approximately 42,000 women worldwide are Mary Kay Independent Sales Directors.

MARY KAY

MARY KAY: The Opportunity

Enriching Women's Lives®

Page 2 of 2

Independent National Sales Director:

At the highest pinnacle within the Mary Kay independent sales force are Independent National Sales Directors. Although Independent National Sales Directors can and do maintain their customer bases, sell Mary Kay® products and share the Mary Kay opportunity with others, they generally devote a majority of their time to teaching, motivating and mentoring other members of the independent sales force. Many travel extensively to conduct workshops and classes where they offer their expertise to other independent sales force members. In addition, they have been instrumental in establishing and building Mary Kay's presence in global markets. To date, more than 600 women worldwide have achieved this prestigious title. Independent National Sales Directors also earn additional income through independent contractor commissions paid directly by Mary Kay.

About Mary Kay

Mary Kay is one of the world's largest direct selling companies with more than \$3 billion in annual wholesale sales worldwide. Mary Kay was founded in 1963 by Mary Kay Ash with the goal of helping women achieve personal growth and financial success. Mary Kay remains committed to enriching women's lives, and today more than 2.4 million people of all backgrounds are enjoying the advantages of being Mary Kay Independent Beauty Consultants. Mary Kay's high-quality skin care and color cosmetics products are sold in more than 35 countries around the world. To learn more about Mary Kay, visit www.marykay.com.

MARY KAY