

MARY KAY: The Independent Sales Force

Enriching Women's Lives

The Mary Kay business model is simple. All independent sales force members purchase products from Mary Kay Inc. at a set wholesale price and then sell the products directly to consumers at a retail price. This is direct sales. Worldwide, approximately 1.8 million women are taking advantage of the direct sales business model by being Mary Kay Independent Beauty Consultants.

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 women of all backgrounds. A Mary Kay Independent Beauty Consultant owns her own independent business, sets her own schedule, builds her own customer base and determines her own level of success. She is her own boss.

Each Mary Kay Independent Beauty Consultant provides her customers with one-on-one beauty advice and the latest information and instruction on skin care, color cosmetics and application techniques, typically in the privacy of the customer's own home or office. Customers are taught to apply the products themselves so they can easily replicate the results. In addition to the opportunity to try products prior to purchase, all Mary Kay® products are backed by a 100-percent, money-back satisfaction guarantee when sold by a Mary Kay independent sales force member.

Starting a Mary Kay independent business costs as little as \$100 (plus tax and shipping) for a starter kit and educational materials. Every Mary Kay business owner starts as an Independent Beauty Consultant and some decide to invest in additional product inventory and business tools. If she chooses, she 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. There are some women who choose to fully maximize their earning potential and progress to Independent National Sales Director, the pinnacle of success within the Mary Kay independent sales force.

Independent Beauty Consultant

Independent Beauty Consultants focus on the fundamentals of building a business, including establishing a customer base, selling Mary Kay® products and operating a profitable business. Some women become Independent Beauty Consultants to earn extra money for their families, while others have bigger goals, such as replacing a full-time corporate position with a flexible opportunity that puts them in greater control of their lives. As an Independent Beauty Consultant builds her business, she has the opportunity to earn the use of a Mary Kay Career Car. Independent Beauty Consultants can earn the use of a Pontiac Vibe or a Pontiac G6 through the Mary Kay Career Car Program.

Independent Sales Director

Independent Beauty Consultants who have proven their abilities in selling and team-building can choose to advance by becoming an Independent Sales Director. Independent Sales Directors still maintain their customer base and sell Mary Kay® products while sharing the business opportunity with other women. Independent Sales Directors serve as mentors to Independent Beauty Consultants by providing ongoing leadership, guidance and recognition. Independent Sales Directors can earn additional income through commissions paid directly by Mary Kay Inc. Currently, approximately 34,000 women worldwide and 13,000 women in the United States are Mary Kay Independent Sales Directors. Independent Sales Directors can also earn the use of a Mary Kay Career Car including the Saturn Aura and the Saturn Vue. Top Independent Sales Directors can also earn the use of one of three models of the coveted pink Cadillac: DTS sedan, CTS sedan and the SRX crossover.

Independent National Sales Director

Reaching the highest pinnacle within the Mary Kay independent sales force are Independent National Sales Directors. Independent National Sales Directors provide leadership, mentoring and motivation to 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/or building Mary Kay's presence in international markets. To date, some 500 women worldwide have achieved this prestigious position. Independent National Sales Directors also earn additional income through commissions paid directly by Mary Kay Inc. Currently, nearly 300 Independent National Sales Directors have earned more than \$1 million in lifetime commissions. In 2007, Independent National Sales Director Barbara Sunden of Old Tappan, New Jersey, was the highest-ranking member of Mary Kay's worldwide independent sales force.

Independent National Sales Directors have the opportunity to select one of six models of pink Cadillacs, including three models that are reserved only for women who have reached the position of Independent National Sales Director: STS sedan, XLR convertible and Escalade SUV.

About Mary Kay Inc.

Mary Kay Inc., one of the largest direct sellers of skin care and color cosmetics, achieved another year of record results in 2007 with \$2.4 billion in wholesale sales. Mary Kay® products are sold in more than 35 markets worldwide, and the company's global independent sales force exceeds 1.8 million. To learn more about

Mary Kay, log on to www.marykay.com or call 1 (800) MARY KAY (627.9529).

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