

## MARY KAY INC. 2006 Fact Sheet

- Mary Kay Inc. is one of the largest direct-selling skin care and color cosmetics companies in the world.
- Mary Kay Inc. has more than 1.6 million Independent Beauty Consultants worldwide. Since opening its first international venture in Australia in 1971, Mary Kay Inc.'s international presence spans more than 30 markets.
- In 2005, sales exceeded \$2.2 billion at the wholesale level.
- In addition to the exclusive pink Cadillac, the Career Car Program features the Pontiac Grand Prix and the Pontiac Vibe. Since the inception of the Career Car Program, more than 100,000 Independent Beauty Consultants have either qualified to earn the use of a Mary Kay career car or elected the Cash Compensation option.
- Mary Kay develops, tests, manufactures and packages the majority of its own products at its state-of-the-art plants in Dallas and China.
- Mary Kay does not conduct animal testing for its products and is a PETA pledge member.
- Nearly 500 women worldwide have attained the position of Independent National Sales Director, the highest status within the independent sales force.
- More than 200 Independent National Sales Directors in the United States have earned more than \$1 million in commissions.
- More than 31,000 women across the world have reached the rank of Independent Sales Director. In the United States, more than 14,000 women have attained this position.
- Starting a Mary Kay independent business costs as little as \$100 (plus tax and shipping) for a Starter Kit and educational materials.
- Mary Kay Inc. awards more than \$50 million annually in incentive awards to Independent Beauty Consultants and Independent Sales Directors.
- Mary Kay's world headquarters in Dallas totals nearly 600,000 square feet and can accommodate more than 1,200 employees.
- Richard Rogers, cofounder of Mary Kay Cosmetics and son of Mary Kay Ash, resumed duties as CEO in June 2001.
- Mary Kay Ash passed away on Thanksgiving Day, November 22, 2001.

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- Mary Kay Ash's autobiography has sold more than two million copies, and her two other books, *You Can Have It All* and *Mary Kay on People Management*, achieved best-seller status.
- Mary Kay Inc. is a member of the Direct Selling Association (DSA). The Company has been awarded two prestigious DSA awards in recent years: in 2001, the *Industry Innovation Award* for the Company's Personal Web Site program, which assists the independent sales force with their businesses; and in 2002, the *Vision for Tomorrow Award* for underwriting the groundbreaking documentary "Breaking the Silence: Journeys of Hope" that addresses the issue of violence against women.
- Mary Kay Inc. is one of 20 company profiles in the 1996 book, *Forbes Greatest Business Stories of All Time*. Mary Kay Ash is the only woman included.
- The Mary Kay Ash Charitable Foundation was created in 1996 to fund research of cancers affecting women, and in 2000, it expanded its mission to include the prevention of violence against women.
- Online orders from its independent sales force account for more than 90 percent of Company revenues. Mary Kay Inc. was noted as one of the top companies in the world in online sales according to *Interactive Week* magazine, and its Web site has been honored by *CIO* and *Darwin* magazines.

Mary Kay Inc., one of the largest direct sellers of skin care and color cosmetics in the world, achieved another year of record results in 2005 with \$2.2 billion in wholesale sales. The independent sales force exceeds 1.6 million Mary Kay Independent Beauty Consultants in more than 30 markets worldwide. To learn more about the Company or to find an Independent Beauty Consultant, log on to [www.marykay.com](http://www.marykay.com) or call 1-800-MARY KAY (627-9529).

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## THE MARY KAY BUSINESS OPPORTUNITY

Mary Kay strives to deliver the most rewarding business opportunity for women worldwide.

- **Career:** With flexible hours and open-ended financial opportunities, a Mary Kay business is the ideal choice for women worldwide. Mary Kay focuses on the needs of modern women — no matter their background — and provides extensive and ongoing Company support, educational materials and recognition.
- **Entrepreneur:** A Mary Kay Independent Beauty Consultant owns her own independent business. She is her own boss and sets her own schedule, yet she has the support from the Company to help make her business a success.
- **Direct Selling:** All Independent Beauty Consultants — regardless of their position in the independent sales force — purchase their products from the Company at wholesale and then sell directly to their customers at a retail price they set.
- **Earnings:** Independent Beauty Consultants decide how quickly they want to build their businesses. Earnings potential is open-ended and based on personal ambitions.
- **Personal Growth:** While a Mary Kay business can offer financial security and lucrative earnings potential, increased self-esteem, self-confidence and personal growth can be additional rewards.
- **Education:** Independent Beauty Consultants are offered education, motivation and recognition and enjoy camaraderie during weekly unit meetings conducted by Independent Sales Directors and at Company-hosted conferences.

### Progression of the Independent Sales Force

The marketing plan and independent sales organization allow for well-planned career growth — starting as an Independent Beauty Consultant, progressing to an Independent Sales Director and, ultimately, reaching the pinnacle of success, an Independent National Sales Director.

- **Independent Beauty Consultant:** Independent Beauty Consultants focus on the fundamentals of establishing customer relationships, booking appointments, sharing the Mary Kay business opportunity and operating a profitable business.
- **Independent Sales Director:** After an Independent Beauty Consultant advances to Independent Sales Director, she provides her sales unit with ongoing leadership and guidance. The Independent Sales Director earns her status through proven selling and team-building skills, as well as her ability to motivate and lead other Independent Beauty Consultants. Currently, more than 14,000 women in the United States are Mary Kay Independent Sales Directors.

## MARY KAY BUSINESS OPPORTUNITY

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- **Independent National Sales Director:** Reaching the top of Mary Kay, Independent National Sales Directors provide leadership, mentoring and motivation to the independent sales force. Many travel to conduct workshops and classes to offer their expertise in the field. Nearly 500 women worldwide have reached the position of Mary Kay Independent National Sales Director.

### **The Mary Kay Consultation**

*Top-Quality Products, Customer Service and Education*

An Independent Beauty Consultant's customer receives information about Mary Kay® products and their benefits as well as advice on how to make the most of her natural beauty at skin care classes, collection previews or individual consultations, typically scheduled by appointment.

Customers receive one-on-one beauty advice and the latest information and instruction on skin care, color cosmetics and application techniques from a knowledgeable Independent Beauty Consultant, typically in the privacy of the customer's home or office. Customers receive personalized advice on proper skin care and makeup application and 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 satisfaction, money-back guarantee.

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## MARY KAY ASH Founder

In mid-1963, after a lengthy and successful career in direct sales, Mary Kay Ash retired for a month. During that month, she decided to write a book to help women survive in the male-dominated business world. Sitting at her kitchen table, she made two lists: one contained the good things she had seen in companies for which she had worked, and the other featured the things she thought could be improved. When she reviewed the lists, she realized that she had inadvertently created a marketing plan for a successful “dream company.” With her life savings of \$5,000 and the help of her 20-year-old son, Richard Rogers, she launched Mary Kay Cosmetics on Friday, September 13, 1963.

Mary Kay’s initial goal remains the Company’s mission: Providing women with an unlimited opportunity for personal and financial success. She adopted the Golden Rule as her guiding philosophy and encouraged employees and members of the independent sales force to prioritize their lives with God first, family second and career third.

Because of her steadfast commitment to her goals and principles and her tremendous determination, dedication and hard work, Mary Kay Inc. has grown from a small direct sales company to one of the world’s largest direct sellers of skin care and color cosmetics. Accordingly, the Company now includes more than 1.6 million Independent Beauty Consultants in more than 30 markets worldwide.

A dynamic speaker, motivator and entrepreneur, Mary Kay was recognized for her achievements through numerous awards and honors, including:

- 2003 *Greatest Female Entrepreneur in American History* by Baylor University.
- 2002 *Dallas Business Hall of Fame Laureate* in recognition of her lifetime achievements as well as demonstrating inspiring business and community leadership, industry vision and service as a business and civic role model in the community.
- 2002 *National Conference on Medical Care and Domestic Violence Community Service Award*, now known as the *Mary Kay Ash Award*.
- *Legal Services of North Texas Equal Justice Award* in 2001 for her work to impact women’s lives.
- *Most Influential Woman in Business in the 20th Century* by *Lifetime Television* in 2000.
- *Texas Woman of the Century* in 1999 by the Texas Women’s Chamber of Commerce.
- *National Business Hall of Fame* election in 1996 by *Fortune* magazine.
- *Pathfinder Award* in 1995 by the National Association of Women Business Owners.
- *Business Leader of the '90s Award* by the Association of Women Business Owners.

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## MARY KAY ASH

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- *Circle of Honor Award* in 1989 and *Living Legend Award* in 1992 by the Direct Selling Education Foundation.
- First Annual *National Sales Hall of Fame Award* in 1989 by the Sales and Marketing Executives of New York.
- One of *America's 25 Most Influential Women* in the 1985 *The World Almanac and Book of Facts*.
- *Horatio Alger Distinguished American Citizen Award* in 1978.

In 1980, Mary Kay's husband Mel died of cancer. Having witnessed his suffering, she became committed to the fight to find a cure for this disease. Involved in fund raising for more than 20 years, she established the Mary Kay Ash Charitable Foundation in 1996, a nonprofit public foundation that provides funding for research of leading cancers affecting women and supports efforts to both prevent violence against women and help women who have been victims of abuse.

Mary Kay Inc. and the Mary Kay Ash Charitable Foundation underwrote the Connecticut Public Broadcasting Inc. television documentary "Breaking the Silence: Journeys of Hope," which has aired nationally on over 450 PBS stations since October 2001.

Mary Kay twice served as honorary chairman of the Texas Breast Screening Project and was instrumental in helping pass legislation in Texas for insurance coverage of mammograms. She was also active in raising funds for cancer research programs through the Susan G. Komen Breast Cancer Foundation and the American Cancer Society.

Mary Kay Ash's book, *You Can Have It All*, launched in August 1995 and achieved best-seller status within days of its introduction. Mary Kay's two other books include her autobiography, which has sold more than 2 million copies, and *Mary Kay on People Management*, which was also a best seller.

Mary Kay Ash served as chairman emeritus of Mary Kay Inc. from 1987 until her death on November 22, 2001.

In mid-2001, her son and cofounder Richard Rogers resumed the role as CEO of the Company.

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## **MARY KAY INC.**

### Enriching Women's Lives Through Corporate Philanthropy

Mary Kay's mission is to enrich women's lives, and the Company supports programs dedicated to improving the quality of life of women around the world. Our financial and product donations focus primarily on research for cancers affecting women and the prevention of violence against women.

We believe the long-range interests of employees, our independent sales force and society are best served when the corporation has a responsible role in making the world a better place in which to live and work.

Mary Kay Inc. provided financial support for building a library at the new Safe Campus for The Family Place, a Dallas shelter for women and children who are victims of abuse. Mary Kay employees donated more than 1,000 books and helped stock the library shelves at the new facility. Mary Kay employees also donated and delivered more than 800 Care Kits to The Family Place. Each kit contained personal care items for women and children who often literally flee their homes with little more than the clothes on their backs.

In 1996, Mary Kay Ash created the Mary Kay Ash Charitable Foundation to perpetuate the same spirit of giving that has defined Mary Kay Inc. for 43 years. The Mary Kay Ash Charitable Foundation is committed to eliminating cancers affecting women and ending domestic violence. Primary funding interests include cancer research and prevention, as well as domestic violence awareness and family violence shelter operations.

Other examples of Mary Kay's community involvement include:

- Donation of millions of available products to hundreds of charitable and civic causes throughout the country, including the Salvation Army and Red Cross. Corporate employees, working in teams, create and execute volunteer projects to benefit local charities and their clients.
- Financial support and products are donated to the Volunteer Center of Dallas County, which serves as a clearinghouse to recruit and refer volunteers and provide other resources to more than 1,000 agencies in North Texas.
- Mary Kay Inc. and the Mary Kay Ash Charitable Foundation underwrote the Connecticut Public Broadcasting Inc. television documentary "Breaking the Silence: Journeys of Hope," which has aired nationally on more than 450 PBS stations since October 2001.
- Mary Kay Inc. provides financial support to The Women's Museum: An Institute for the Future. This national facility, associated with the Smithsonian Institution, opened in 2000 in Dallas' Fair Park.

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## ENRICHING WOMEN'S LIVES

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- Support of *Attitudes & Attire*, a Dallas program that helps women break the bond of public assistance through improving their self-esteem, communication and job interview skills. Mary Kay provides products and career clothing for *Attitudes & Attire* clients.
- Support of the American Cancer Society and the Look Good, Feel Better program through the annual *Dream Ball* gala. Each year, Mary Kay provides thousands of products to Look Good, Feel Better, a national public service program which teaches women with cancer how to deal with related side effects by enhancing their appearance with makeup.
- Support of the Dallas Symphony Orchestra, an important cultural entity in our home community.
- The Direct Selling Association (DSA) recognized Mary Kay with its prestigious 2002 *Vision for Tomorrow Award* for substantially improving the quality of life in our community.
- The National Conference on Medical Care and Domestic Violence recognized Mary Kay Ash and the Company for outstanding community service in 2002. In 2003 and beyond, this annual community service award will be known as the *Mary Kay Ash Award*.
- The Los Angeles Commission on Assaults Against Women (LACAAW) honored Mary Kay with its 2002 *Humanitarian of the Year Corporate Award* at its Annual Humanitarian Award and Benefit Dinner.
- The San Fernando Valley Child Abuse Council awarded the Mary Kay Ash Charitable Foundation with its 2003 *Distinguished Organization Award*.
- Baylor Health Care System Foundation honors the Mary Kay Ash Charitable Foundation with the 2003 *Circle of Care Award* for its ongoing work on behalf of breast cancer research and awareness.

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## MARY KAY INC. Company Milestones

Mary Kay's mission is to enrich women's lives. Today, as one of the most successful, global direct selling companies, Mary Kay Inc. provides more than 1.6 million women with a unique business opportunity in more than 30 markets worldwide. Quite simply, Mary Kay Inc. encourages building a successful independent business while living a balanced life with God, family and career in harmony — a philosophy that continues to thrive four decades after the Company's founding.

- 1963 On Friday, September 13, Mary Kay Ash establishes Mary Kay Cosmetics — a “dream company” which she envisions will offer women unprecedented opportunities for financial independence, advancement and personal fulfillment. Mary Kay opens a 500-square-foot storefront in Dallas with the help of her 20-year-old son Richard Rogers, her life savings of \$5,000 and nine Independent Beauty Consultants.
- 1964 Mary Kay becomes one of the first cosmetics companies to introduce a complete line of skin care products exclusively for men.
- 1969 Mary Kay awards the use of the first pink Cadillacs to the top five Independent Sales Directors. She chooses the “Mountain Laurel” color to match the lip and eye palettes in her cosmetics line. The 1970 Cadillac Coupe DeVille was touted as “loaded with accessories from AM-FM stereo to a six-way position power seat.”
- Construction begins on the Mary Kay Dallas manufacturing facility, and Mary Kay pays for the facility fully in cash. Today, it is one of the largest cosmetics manufacturing facilities in the Southwest, measuring the size of approximately three football fields.
- 1971 First international subsidiary opens in Australia.
- 1973 On the Company's 10th anniversary, the Mary Kay Independent Beauty Consultant count exceeds 21,000.
- 1976 Mary Kay is listed on the New York Stock Exchange.
- 1979 Mary Kay's first Independent Beauty Consultant and one of the first two Independent National Sales Directors, Dalene White, surpasses the \$1 million mark in commissions. Today, an Independent National Sales Director Emeritus, Dalene has exceeded \$6 million in commissions, and more than 200 Independent National Sales Directors in the United States have earned more than \$1 million in commissions.
- 1980 In addition to Australia, Mary Kay's international markets now include Canada and Argentina.

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## COMPANY MILESTONES

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- 1981 Autobiography *Mary Kay* is published by Harper & Row (now HarperCollins) and becomes a best seller. To date, the book has sold over 2 million copies.
- 1983 Mary Kay Cosmetics celebrates its 20th anniversary; wholesale sales exceed \$300 million.
- The Mary Kay Independent Beauty Consultant count totals nearly 195,000.
- 1984 The first edition of *The 100 Best Companies to Work for in America* book features Mary Kay Inc.
- Mary Kay on People Management, the Founder's second best seller, is published and heralded as "progressive and effective" by *The Wall Street Journal*, among others. With the release of this book, Mary Kay unwittingly begins a national interest in the operation of her company and captures the attention of top business professionals from Wall Street to the Harvard Business School. Many top CEOs and others journey to Dallas to study the culture and success of Mary Kay.
- 1985 Mary Kay returns to private, family ownership in a leveraged buyout.
- 1987 Mary Kay Ash is named chairman emeritus.
- 1989 Company takes leadership position in the cosmetics industry by ceasing animal testing.
- Mary Kay Inc. initiates corporate recycling program for paper, plastic, glass and aluminum.
- 1990 Mary Kay now operates in 10 markets worldwide.
- 1991 Wholesale sales reach the \$500 million mark.
- 1993 Mary Kay Inc. debuts on list of Fortune 500 companies for 1992.
- For the second time, *The 100 Best Companies to Work for in America* recognizes Mary Kay Inc., and the Company is one of only 55 to appear in both editions.
- Wholesale sales surpass \$735 million.
- The Mary Kay independent sales force numbers more than 340,000.
- Mary Kay Inc. employees dedicate a mobile cancer-screening unit in tribute to the Company's Founder, Mary Kay Ash.
- The Mary Kay Museum opens at headquarters in celebration of the Company's 30th anniversary.
- For the second time, the Fortune 500 lists Mary Kay Inc., which moves up 57 positions.

## COMPANY MILESTONES

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- 1994 Wholesale sales reach \$850 million.
- 1995 Ninth consecutive year of record sales; wholesale sales surpass \$900 million.
- Fortune* lists Mary Kay Inc. among the Most Admired Corporations in America.
- Mary Kay Ash releases her third book, *You Can Have It All*, which achieves best-seller status within one week.
- 1996 10th consecutive year of record sales; wholesale sales surpass \$1 billion.
- The Mary Kay Ash Charitable Foundation is established as a nonprofit public foundation to provide funding for research of cancers affecting women.
- Mary Kay Inc. receives Corporations That Make a Difference Award from the International Women's Forum for its leadership initiatives in supporting the advancement of women.
- Mary Kay Inc. is one of 20 company profiles in the book *Forbes Greatest Business Stories of All Time*, and Mary Kay Ash is the only woman profiled in the book.
- 1997 Mary Kay Ash Charitable Foundation awards inaugural grants totaling \$500,000 to noted cancer researchers. The grants will help advance diagnosis, prognosis, prevention and treatment of cancers affecting women.
- 1998 For the third time, Mary Kay Inc. is included in *The 100 Best Companies to Work for in America*, published by *Fortune* magazine.
- Mary Kay Inc. is one of 14 companies, and one of the most prominently featured, in *Good Company: Caring as Fiercely as You Compete*. The book highlights many of the principles and practices that have resulted in Mary Kay Inc. being named one of *The 100 Best Companies to Work for in America*.
- In honor of its 35th anniversary, Mary Kay updates its Career Car Program with a new pearlized pink for the Cadillac.
- 1999 Mary Kay Ash is recognized as a Texas Woman of the Century — one of the 100 most influential women in the state.
- 2000 The Mary Kay Ash Charitable Foundation expands its mission to include funding for preventing violence against women through awareness programs and grants to women's shelters across the nation.
- Lifetime Television names Mary Kay Ash the most influential woman in business in the 20th century based on yearlong, online voting in 1999.
- Interactive Week names Mary Kay Inc. as the fourth-largest company in the world for online sales in the retail sector in its annual "Interactive 500" listing.

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## COMPANY MILESTONES

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2001 Mary Kay Inc. is awarded the Direct Selling Association's Industry Innovation Award for the Mary Kay® Personal Web Site program, which provides each Independent Beauty Consultant with the opportunity to have a Web site of her own. This award recognizes the company that has developed a pioneering approach to an aspect of direct selling.

Mary Kay Inc. and the Mary Kay Ash Charitable Foundation underwrite the PBS documentary, "Breaking the Silence: Journeys of Hope" which airs on more than 450 PBS stations throughout the United States.

Richard Rogers, son of Mary Kay Ash and cofounder of the Company, resumes role of CEO.

Beloved Founder Mary Kay Ash passes away November 22, Thanksgiving Day.

2002 Another year of record sales; wholesale sales nearly \$1.6 billion.

The Mary Kay independent sales force numbers more than 950,000.

Mary Kay Inc. is awarded the Direct Selling Association's Vision for Tomorrow Award for its community outreach regarding the prevention of violence against women.

The first National Conference on Medical Care and Domestic Violence recognizes Mary Kay Inc. for outstanding community service. Beginning in 2003, this award will be known as the Mary Kay Ash Award.

Mary Kay Inc. is recognized for "the most effective use of personalization" from the Dallas/Ft. Worth Interactive Marketing Association for its Personal Web Site program.

Mary Kay Inc. is awarded the 2002 Humanitarian of the Year Corporate Award from the Los Angeles Commission On Assaults Against Women for its efforts to help eliminate violence against women, youth and children.

Mary Kay Ash is named a 2002 *Dallas Business Hall of Fame Laureate* and is inducted into The Academy of Achievement of Sales and Marketing Executives.

2003 The Mary Kay independent sales force numbers more than 1 million.

To date, the Mary Kay Ash Charitable Foundation has awarded more than \$3.5 million in grants to noted cancer researchers throughout the United States.

Mary Kay Inc. celebrates its 40th anniversary.

Mary Kay Ash is named the *Greatest Female Entrepreneur in American History* by Baylor University.

Another year of record sales; wholesale sales reach nearly \$1.8 billion.

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## COMPANY MILESTONES

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2004 The Mary Kay independent sales force includes nearly 1.3 million in more than 30 markets worldwide.

Mary Kay Ash is included in new book, *How To Be Like Women of Influence*, which includes Mother Teresa, Sandra Day O'Connor, Helen Keller and Eleanor Roosevelt. The Mary Kay chapter is on integrity.

Another record year: Wholesale sales exceed \$1.8 billion.

2005 The Mary Kay independent sales force exceeds 1.6 million and wholesale sales reach \$2.2 billion.

Mary Kay China celebrates its 10th anniversary.

Dacia Weigandt becomes the youngest woman in Company history to debut as an Independent National Sales Director at the age of 26.

To date, the Mary Kay Ash Charitable Foundation has donated more than \$8 million in grants to noted cancer researchers and to women's shelters in the U.S.

Mary Kay Inc. was recognized as one of the "2005 North Texas' Best Workplaces for Commuters."

2006 The Mary Kay Ash Charitable Foundation celebrates its 10th anniversary.

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## MARY KAY INC.

### Cancer Awareness, Prevention and Education

- Mary Kay Inc. has been involved in fund raising for cancer research since 1987, giving nearly \$6 million in grants to noted researchers.
- The Company has promoted cancer awareness among the independent sales force and corporate employees. The Mary Kay Ash Charitable Foundation offers breast self-exam shower cards and educational materials to its independent sales force.
- In September 1993, the employees at Mary Kay Inc. honored the Company's 30th Anniversary by donating money to help fund St. Paul Medical Center's newest mobile screening unit, The Mary Kay Ash/St. Paul Medical Center Mobile Health Screening Program. The mobile unit offers convenient and affordable health care services to area businesses, industries, churches, schools, civic organizations and medically under-served neighborhoods.
- In 1995, Mary Kay was a sponsor for Expedition Inspiration, a fundraiser benefiting the Breast Cancer Fund. A group of 17 breast cancer survivors climbed a 25,000-foot mountain in Argentina for grants benefiting breast cancer research, support and patient advocacy. Approximately \$1.5 million was raised during the year for breast cancer research.
- Established in 1996, the Mary Kay Ash Charitable Foundation, a nonprofit public foundation, provides research funding for cancers affecting women, including breast cancer.
- In its inaugural year 1997, the Foundation awarded its first grants totaling \$500,000 to noted cancer researchers and continues to award \$500,000 in grants annually.
- In 2005, independent sales force contributions totaled more than \$800,000 to the Mary Kay Ash Charitable Foundation. Other cancer research fund-raising efforts have included book proceeds and the sale of ink pens and bookmarks. Past recipients of corporate donations include St. Paul Medical Center, the Susan G. Komen Breast Cancer Fund, the Breast Cancer Fund and the American Cancer Society.
- At the direction of Mary Kay Ash, Mary Kay Inc. provided substantial assistance in passing legislation supporting insurance coverage of mammograms in the state of Texas. Mary Kay Ash twice served as honorary chairman of the Texas Breast Screening Project. In addition, she was involved in establishing regulatory and quality assurance standards for mammography equipment and training procedures for medical personnel in Texas.

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