



Investor Day
2021



Important information regarding forward-looking statements: This presentation contains forward-looking statements within the meaning of federal and state securities laws that represent the company's current expectations and beliefs. All statements other than statements of historical fact are "forward-looking statements" and include, but are not limited to, statements of management's expectations regarding the company's performance, sales force and customer base, growth, initiatives, performance and benefits of the company's manufacturing partners and controlled environment agriculture initiative, strategy and new product introductions; projections regarding revenue, margins, expenses, earnings per share, foreign currency fluctuations, tax rates, uses of cash and other financial items; statements of belief; and statements of assumptions underlying any of the foregoing. In some cases, you can identify these statements by forward-looking words such as "believe," "expect," "outlook," "project," "anticipate," "estimate," "intend," "plan," "likely," "will," "would," "could," "may," "might," the negative of these words and other similar words.

The forward-looking statements and related assumptions involve risks and uncertainties that could cause actual results and outcomes to differ materially from any forward-looking statements or views expressed herein. These risks and uncertainties include, but are not limited to, the following:

- adverse publicity related to the company's business, products, industry or any legal actions or complaints by the company's sales force or others;
- risk that direct selling laws and regulations in any of our markets, including the United States and Mainland China, may be modified, interpreted or enforced in a manner that results in negative changes to our business model or negatively impacts our revenue, sales force or business, including through the interruption of sales activities, loss of licenses, imposition of fines, or any other adverse actions or events;
- any failure of current or planned initiatives or products to generate interest among the company's sales force and customers and generate sponsoring and selling activities on a sustained basis;
- risk of foreign currency fluctuations and the currency translation impact on the company's business associated with these fluctuations;
- uncertainties regarding the future performance of the company's manufacturing partners and controlled environment agriculture initiative;
- risks related to accurately predicting, delivering or maintaining sufficient quantities of products to support our planned initiatives or launch strategies, and increased risk of inventory write-offs if the company over-forecasts demand for a product or changes its planned initiatives or launch strategies;
- regulatory risks associated with the company's products, which could require the company to modify its claims or inhibit the company's ability to import or continue selling a product in a market if it is determined to be a medical device or if it is unable to register the product in a timely manner under applicable regulatory requirements;
- unpredictable economic conditions and events globally;
- uncertainties related to interpretation of, and forthcoming regulations under, the recently enacted U.S. tax reform legislation; the company's future tax-planning initiatives; any prospective or retrospective increases in duties on the company's products imported into the company's markets outside of the United States; and any adverse results of tax audits or unfavorable changes to tax laws in the company's various markets; and
- continued competitive pressures in the company's markets.

The company's financial performance and the forward-looking statements contained herein are further qualified by a detailed discussion of associated risks set forth in the documents filed by the company with the Securities and Exchange Commission. The forward-looking statements set forth the company's beliefs as of the date that such information was first provided and the company assumes no duty to update the forward-looking statements contained in this presentation to reflect any change except as required by law.



Agenda

Accountability Report

Sustainability Update

Our Growth Strategy

Financial Review/Guidance

Break

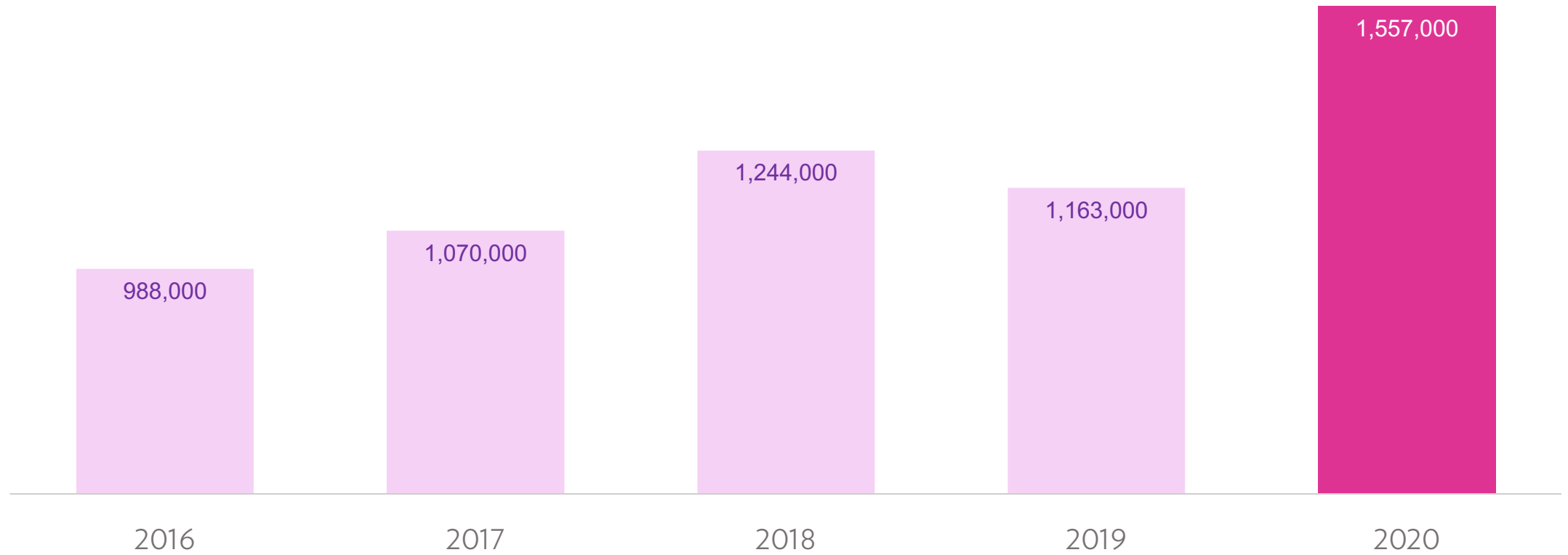
Q&A

OUR **VISION** IS TO BECOME THE WORLD'S LEADING
INNOVATIVE BEAUTY & WELLNESS COMPANY
POWERED BY OUR DYNAMIC **BUSINESS OPPORTUNITY PLATFORM.**

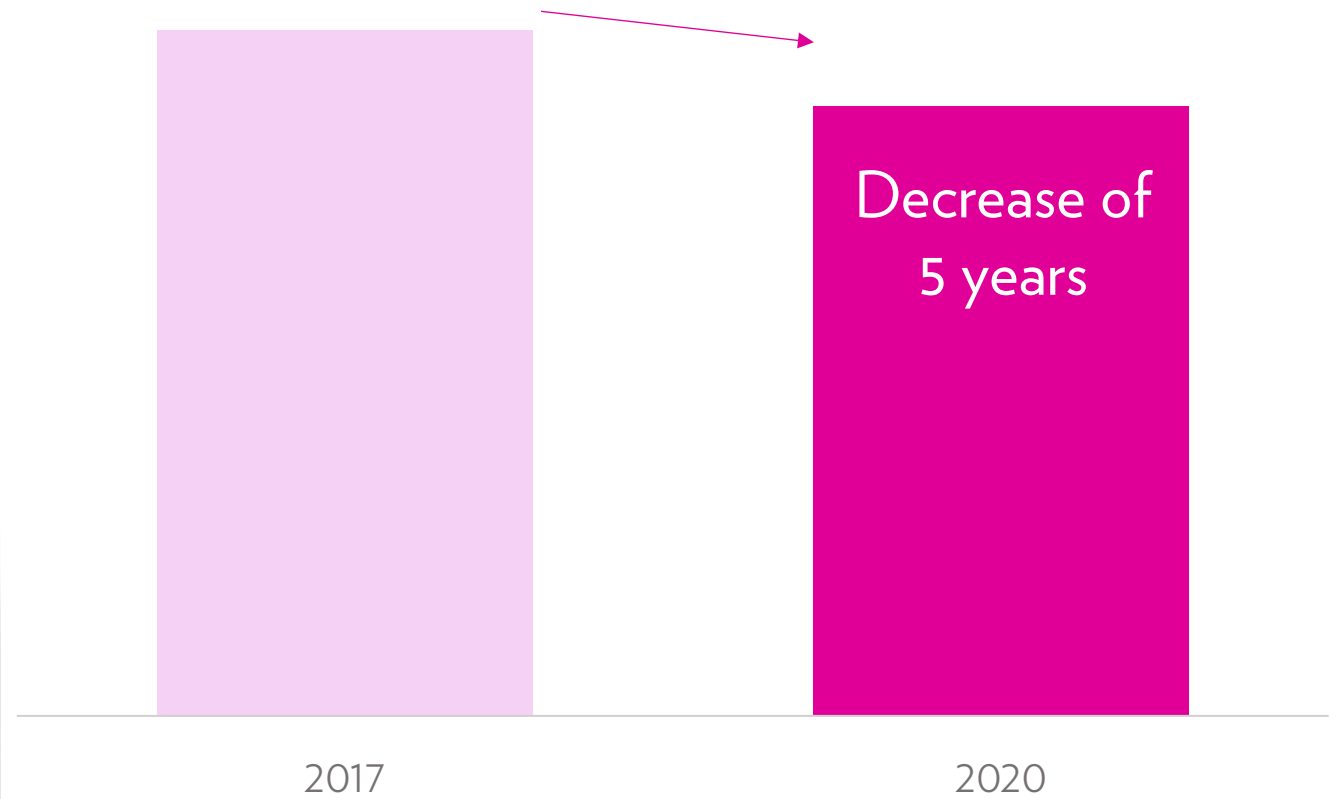


ACTIVE CUSTOMERS

Q 4 2 0 1 6 - Q 4 2 0 2 0



AVERAGE AGE OF CUSTOMERS GLOBAL



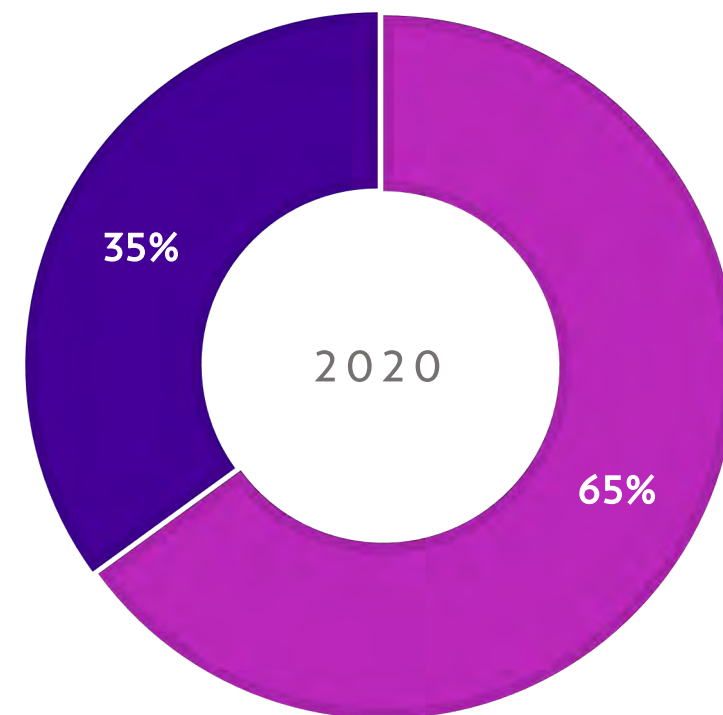
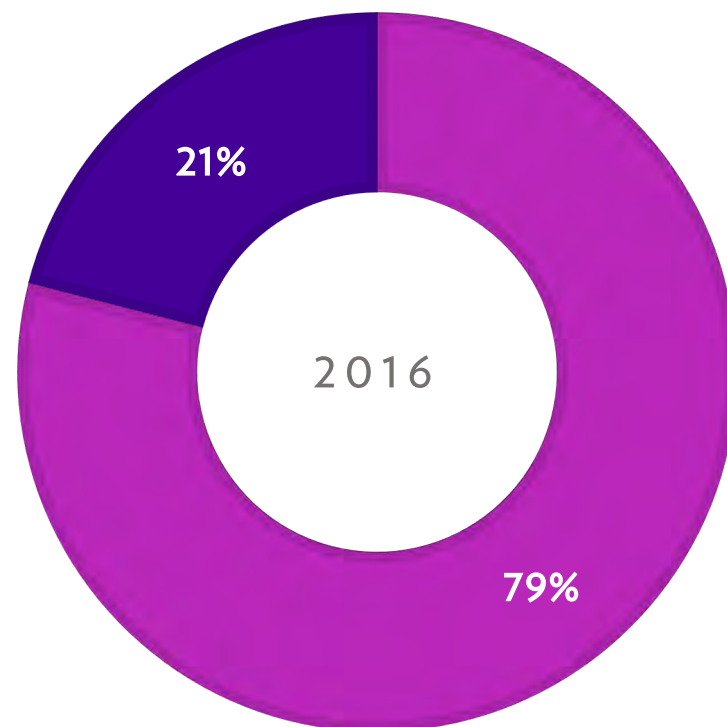
REVENUE DISTRIBUTION

EAST

- Mainland China
- Korea
- Japan
- Hong Kong/Taiwan
- Southeast Asia

WEST

- Americas/Pacific
- EMEA
- Manufacturing



YOY Q4 RESULTS

	Q4 2019	Q4 2020	Growth Rate
Net Revenue (Reported)	\$583M	\$748M	28%
Net Revenue (Constant Currency*)	\$583M	\$726M	24%
EPS	\$0.72	\$1.40	94%

* Constant currency results are non-GAAP



REVENUE & EPS PERFORMANCE 2020

	2019	2020	Growth
EPS	\$3.10	\$3.63	17%
Revenue	2,420,416	2,581,934	7%



OUR PATH TO **DOUBLE-DIGIT EPS GROWTH**

Our 3P Growth Strategy:
Products | Programs | Platform

Balanced Geographic Profile
Generating Sustainable Growth

**Leading Out in Sustainability
and Social Responsibility**

REVENUE & EPS GUIDANCE

2021

ANNUAL
REVENUE

\$2.71 - \$2.81 B

5 – 9% growth
2 - 3% foreign currency impact

EPS

\$3.80 - \$4.10

5 to 13% growth
26 to 32% tax rate



FORCE FOR GOOD



NOURISH
the CHILDREN

700 MILLION
MEALS





PRODUCT COMMITMENTS



2020

Assess & improve environmental
impact of Top 20 Products

2030

All packaging recycled, recyclable,
reusable, reduced, or renewable



SUSTAINABILITY





OUR **MISSION** IS TO BE A FORCE FOR
GOOD THROUGHOUT THE WORLD BY

EMPOWERING PEOPLE

TO **IMPROVE LIVES** WITH REWARDING BUSINESS
OPPORTUNITIES, INNOVATIVE PRODUCTS,
AND AN ENRICHING, UPLIFTING CULTURE.



OUR **VISION** IS TO BECOME THE WORLD'S LEADING
INNOVATIVE BEAUTY & WELLNESS COMPANY
POWERED BY OUR DYNAMIC **BUSINESS OPPORTUNITY PLATFORM.**





CONSUMERS



AFFILIATES



90%

More than 90% of
transactions now online

Approximately half from
subscription and loyalty



PRODUCTS



PROGRAMS



PLATFORM

PRODUCT HISTORY TIMELINE

1984
Nu Skin launches
its first products



1998
Nu Skin acquires
Pharmanex



2001
Nu Skin launches the
Galvanic Spa System



2008
The ageLOC brand
is introduced



2017
First foray of
CEA technology







Personalized solutions for
beauty and wellness

Adoption of technology and
e-commerce world-wide

Credibility of the brand and
clinically-proven results



Meet Sarah

Potential Customer

Looking for skin care
solutions and has a lot of
options to choose from



A woman with dark hair tied back, wearing a white button-down shirt and a bright blue scarf, is looking down at a black smartphone held in both hands. She is standing in front of a light blue wall. To her left, a white shelf holds several books. The overall lighting is soft and natural.

Personalized
Skin Assessment
with

Vera

A woman with dark hair pulled back, wearing a light pink sweater, is holding a white and blue Nu Skin LumiSpa facial cleansing device. She is looking towards the camera with a slight smile. The background is a blurred indoor setting with a window.

Sarah Loves her LumiSpa

Sarah found one solution

She has become
a believer in Nu Skin
and wants to discover more





*Source Euromonitor International Ltd; Retail Value RSP terms; all channels; 2017 and 2018. Includes at-home Skin Care Devices exclusively paired with topical consumable of same brand. Based on Euromonitor custom research methodology, Jan/Feb2019. Includes electric facial cleansers as defined in Passport database; does not include hair care/removal, body shavers, or oral care appliances.

ageLOC.
LumiSpa™



A collection of Nu Skin products including skincare devices like the Galvanic Body Spa and ageLOC TR90 Trim Shake, and various skincare products like ageLOC Vitality, ageLOC R2, and ageLOC Youthspan.

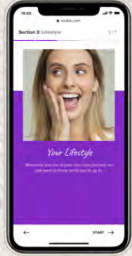








Personalization Innovations



2021 Skin & Shade



2022 Wellness, TR90, & Lifestyle



Future Emotional & Mental Wellness



EMPOWERING PROGRAMS

DIGITAL & SOCIAL
AFFILIATE MODEL



S O C I A L C O M M E R C E M O D E L



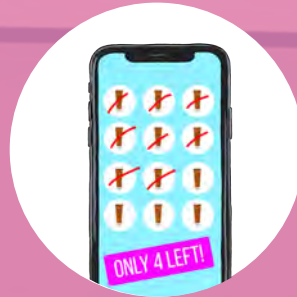
BUY & TRY



CREATE
NEED



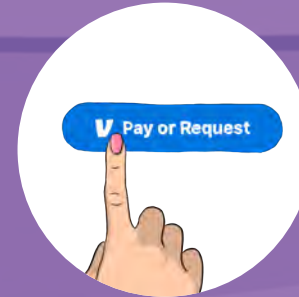
CREATE
EXCITEMENT



CREATE
URGENCY



CUSTOMIZE
PRICE



COLLECT
PAYMENT



ADD
PERSONAL
TOUCH

Nu Skin

Opportunity Platform





T R A N S F O R M A T I O N



Customer Facing
Digital
Experiences





Creating
Seamless
Experiences



Our
People

Commitment
of Leadership

Openness
& Tenacity

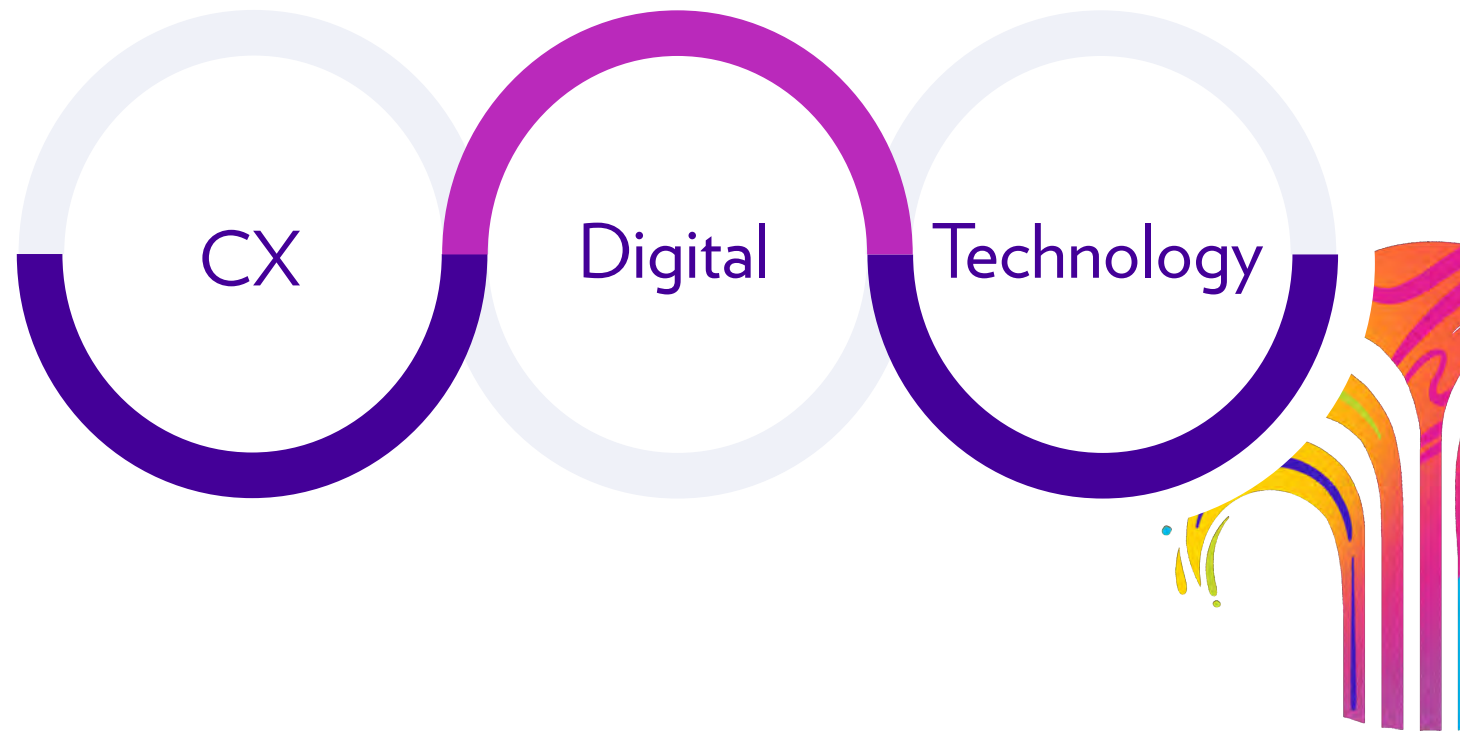
Amazing
Products

4 MONTHS
of inventory of Galvanic
Spas sold out in just
90 MINUTES
as part of our Q4 Sales Events





CATALYST TO INNOVATION



Signup & Shop

New signup experience for new Brand Affiliates significantly reduced the number of steps in half.

Let's get started

Which type of account would you like to create?

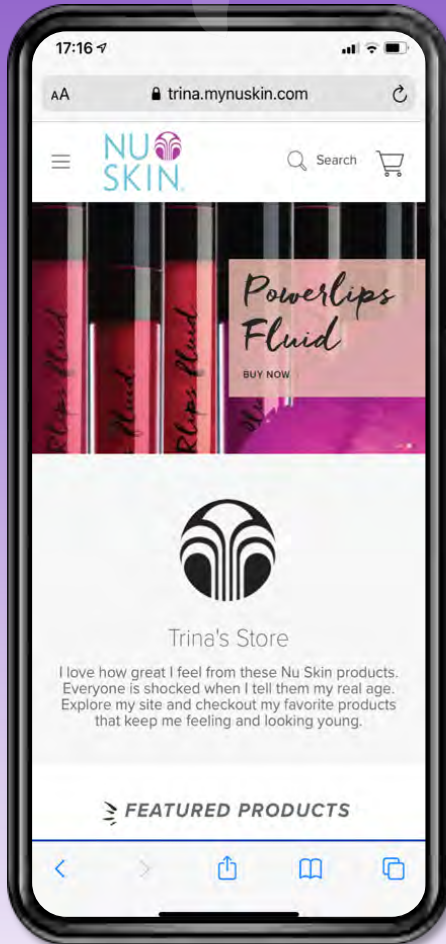
<p>BRAND AFFILIATE</p> <p>Start your own business by sharing your favorite Nu Skin products with others.</p>	<p>CUSTOMER</p> <p>Shop from over 1,000 incredible products and enjoy exclusive perks.</p>
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Are you already a Customer or Brand Affiliate and just need a username and password?

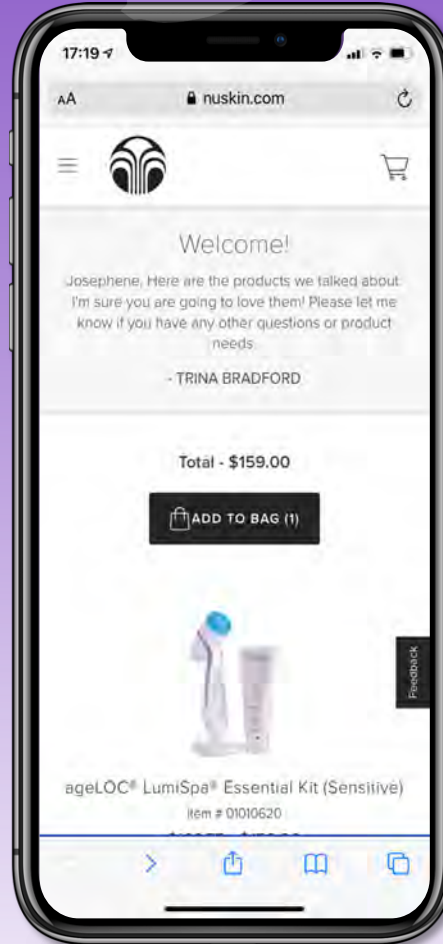
[CREATE A WEB LOGIN](#)

2X
Conversion Rate

Set up MySite

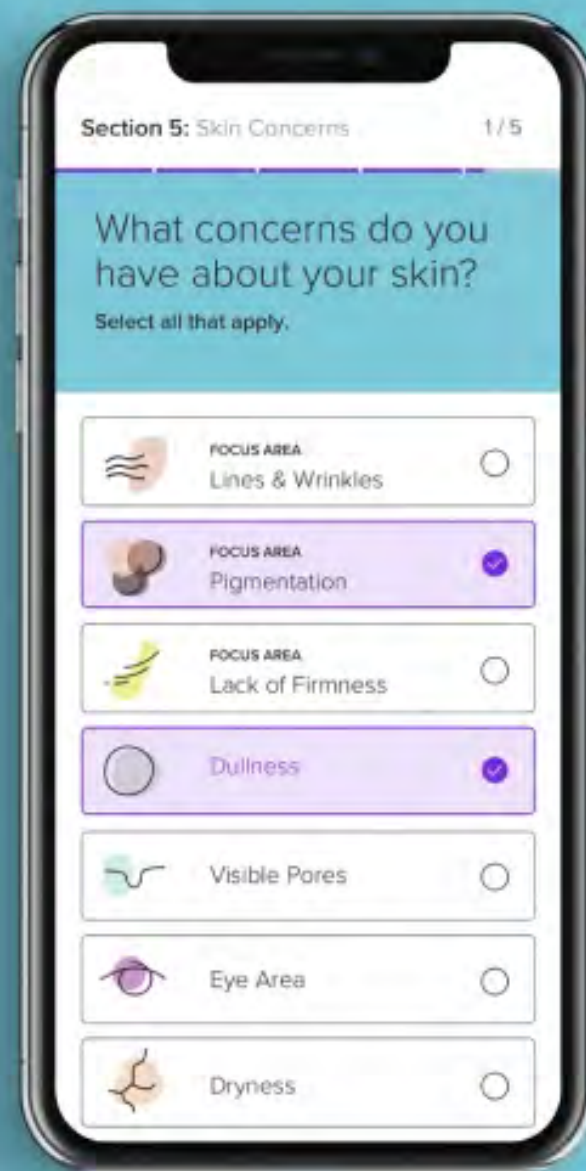
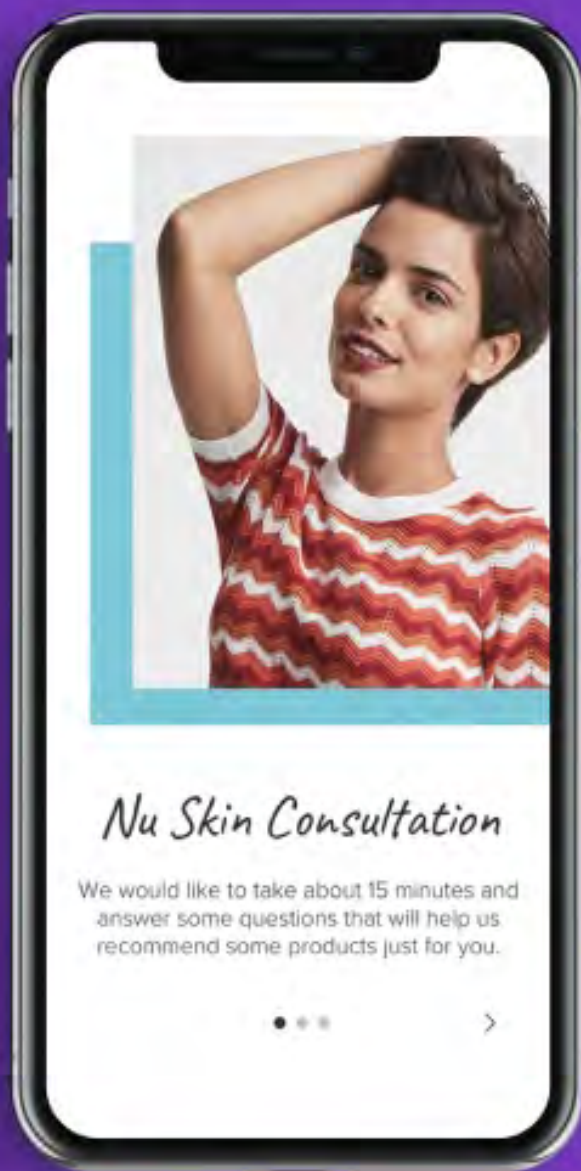


Set up Personal Offer



Link Personal Offer on Social & Send via SMS





SALES LEADER JOURNEY ROADMAP

Vera Personal Invites

MyShop/MyStore Integration

Live Beauty Consultation

V&G Integration

Manage & Grow My Business

CRM Capability Integration



CONSUMER JOURNEY ROADMAP

Personalized Recommendations

Virtual Makeup Try On

Live Beauty Consultation

Live Stream Shopping

ageLOCMe 2.0

LumiSpa 2.0 with IoT

Personalized Recommendations – Planned Capabilities

PERSONAL CARE

FACE CARE

BODY CARE

DENTAL HYGIENE

SKIN TYPE: Dry

SKIN GOALS: Brighten



WELLNESS

NUTRITION

WEIGHT MANAGEMENT

MENTAL WELLBEING

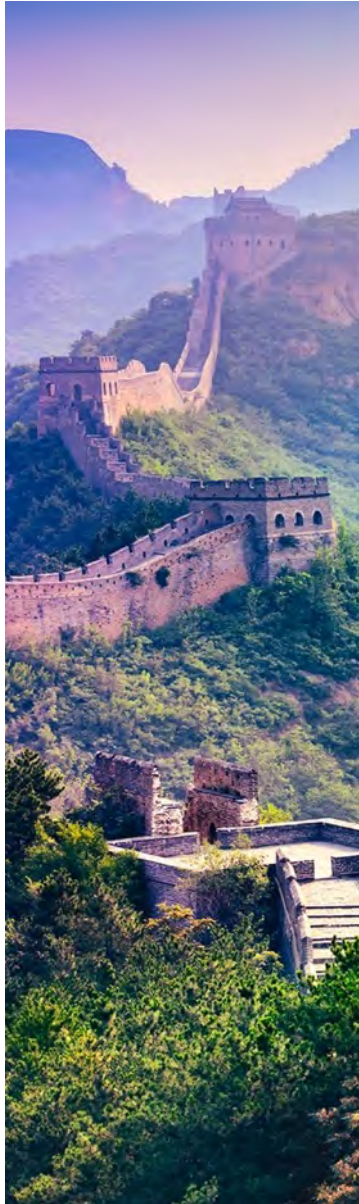
ENERGY

IMMUNE

HEALTHY HOME

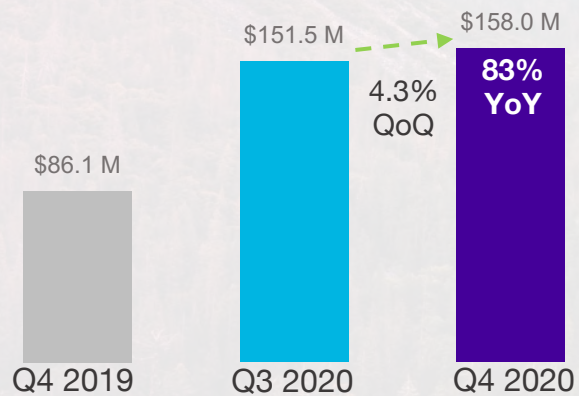
BIOPHOTONIC SCANNER

GEOGRAPHIC BALANCE

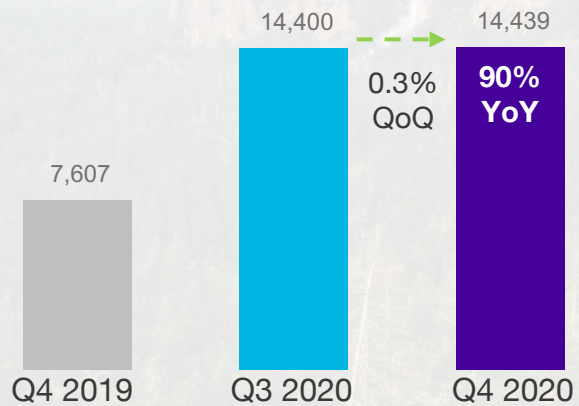


AMERICAS & PACIFIC

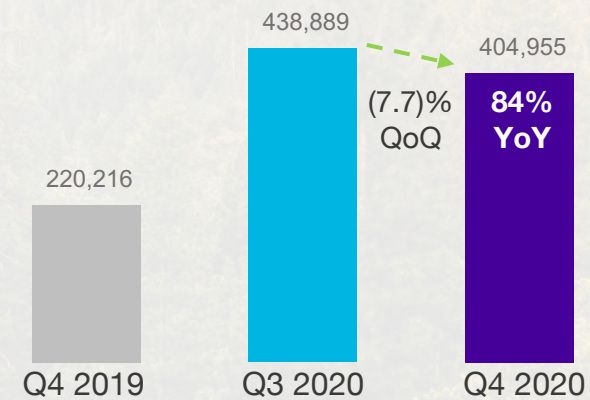
Reported Revenue



Sales Leaders

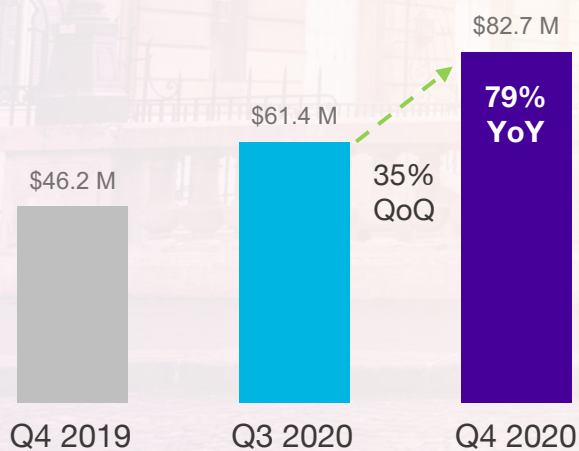


Customers



EMEA

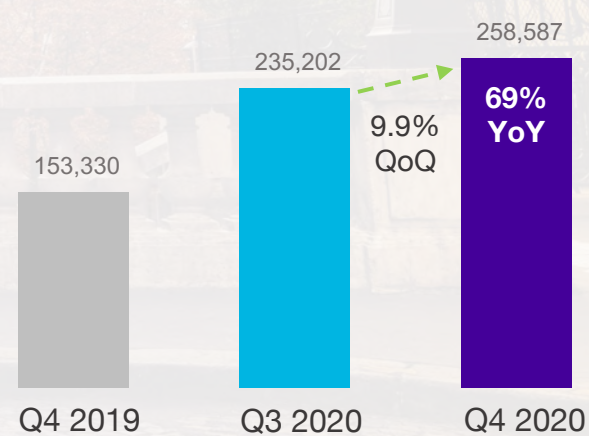
Reported Revenue



Sales Leaders

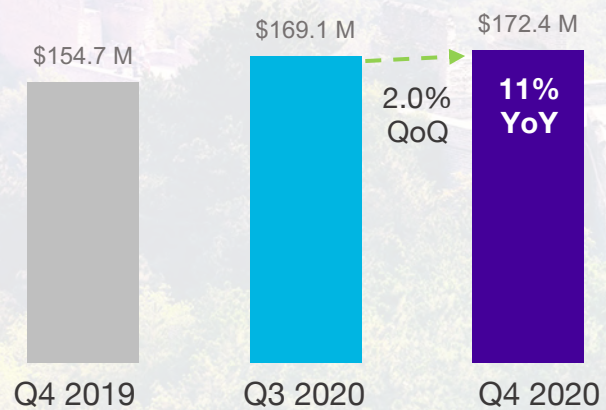


Customers

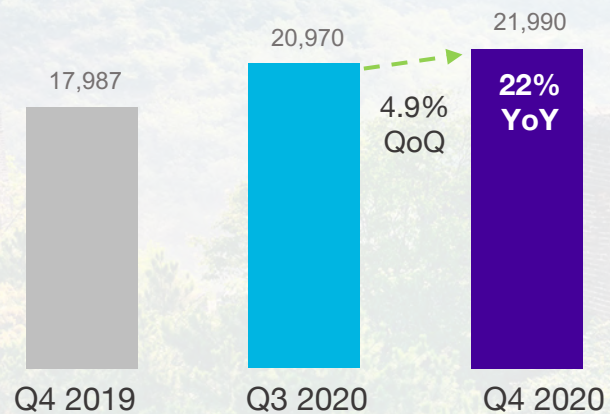


MAINLAND CHINA

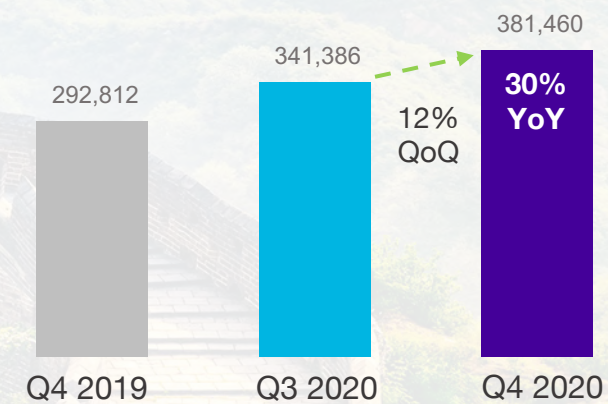
Reported Revenue



Sales Leaders

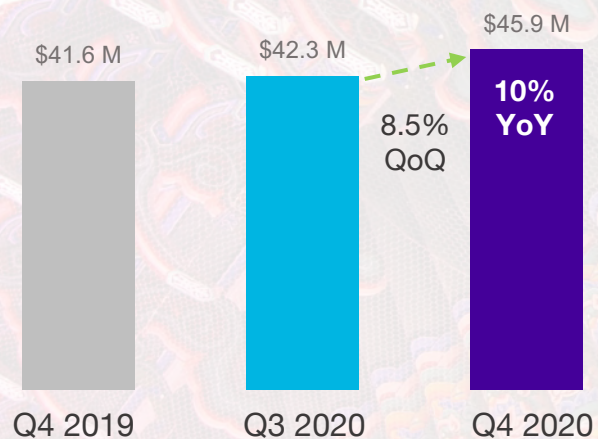


Customers

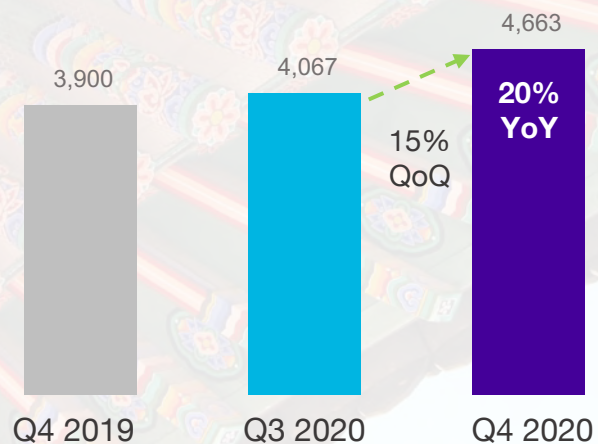


HONG KONG & TAIWAN

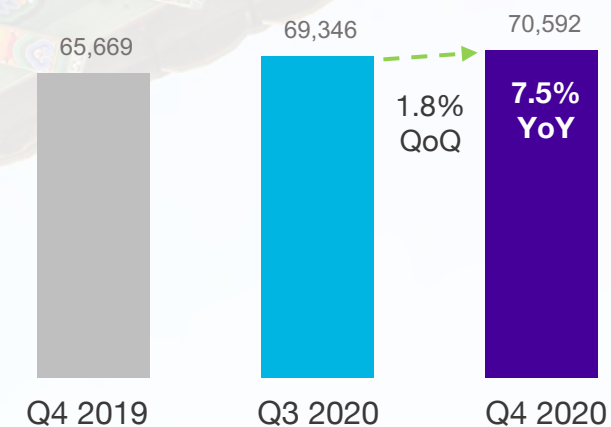
Reported Revenue



Sales Leaders

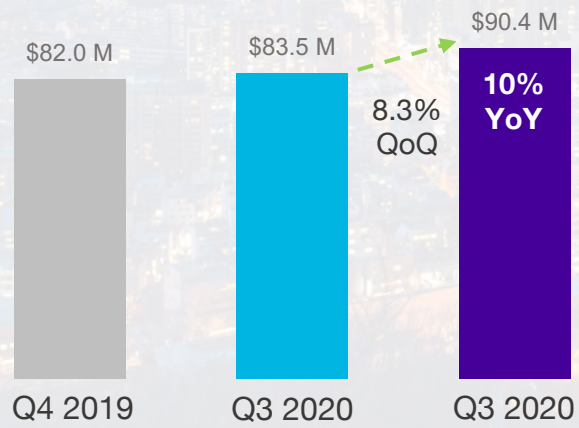


Customers

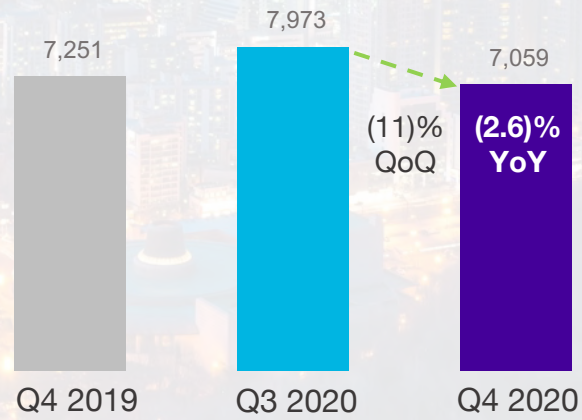


SOUTH KOREA

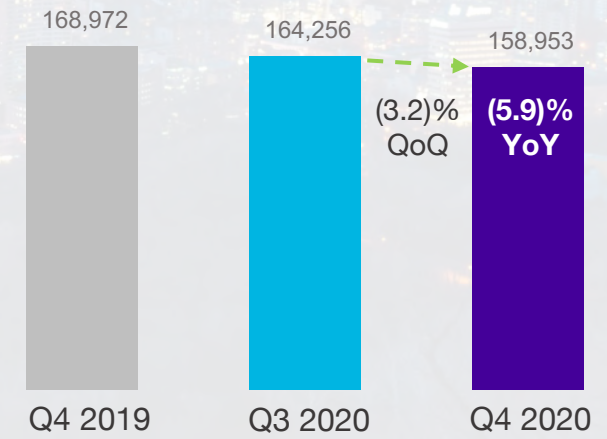
Reported Revenue



Sales Leaders

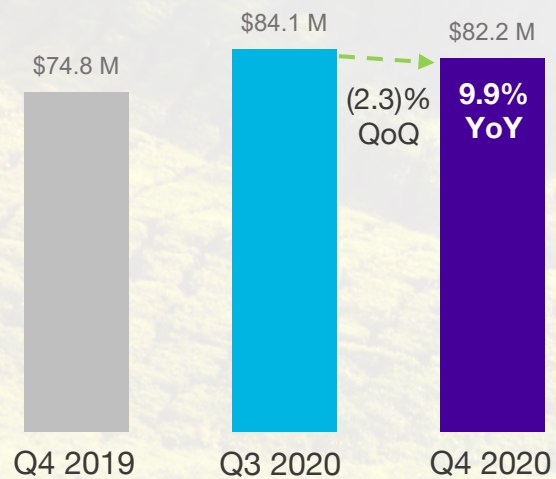


Customers

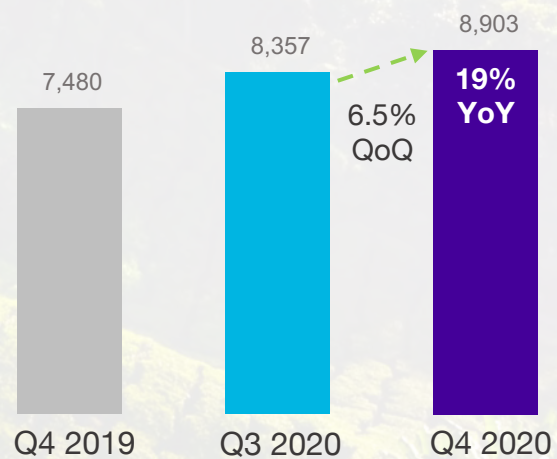


SOUTHEAST ASIA

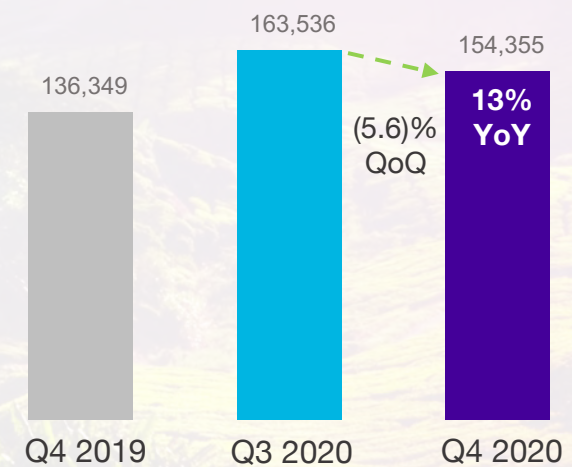
Reported Revenue



Sales Leaders

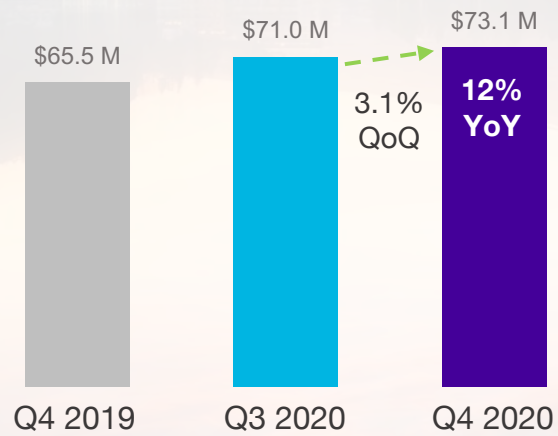


Customers

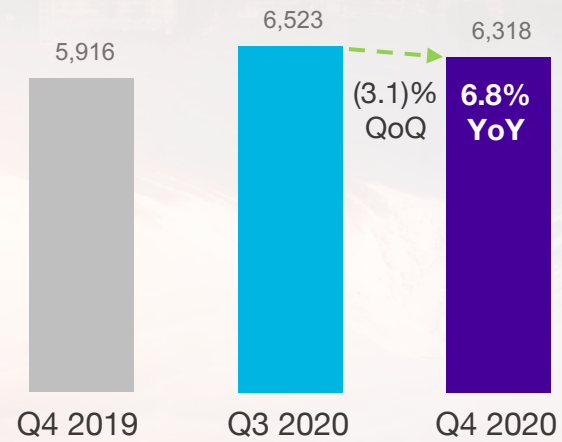


JAPAN

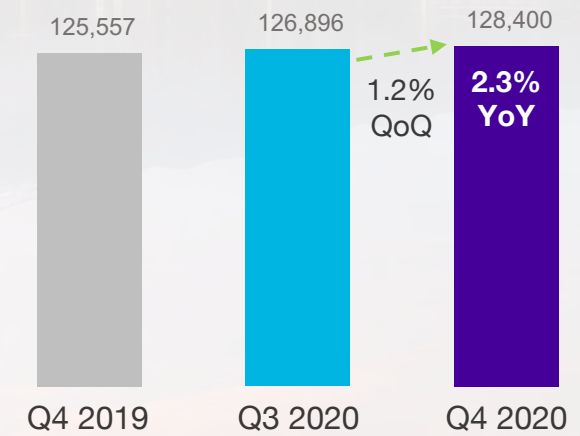
Reported Revenue



Sales Leaders



Customers





PRODUCTS



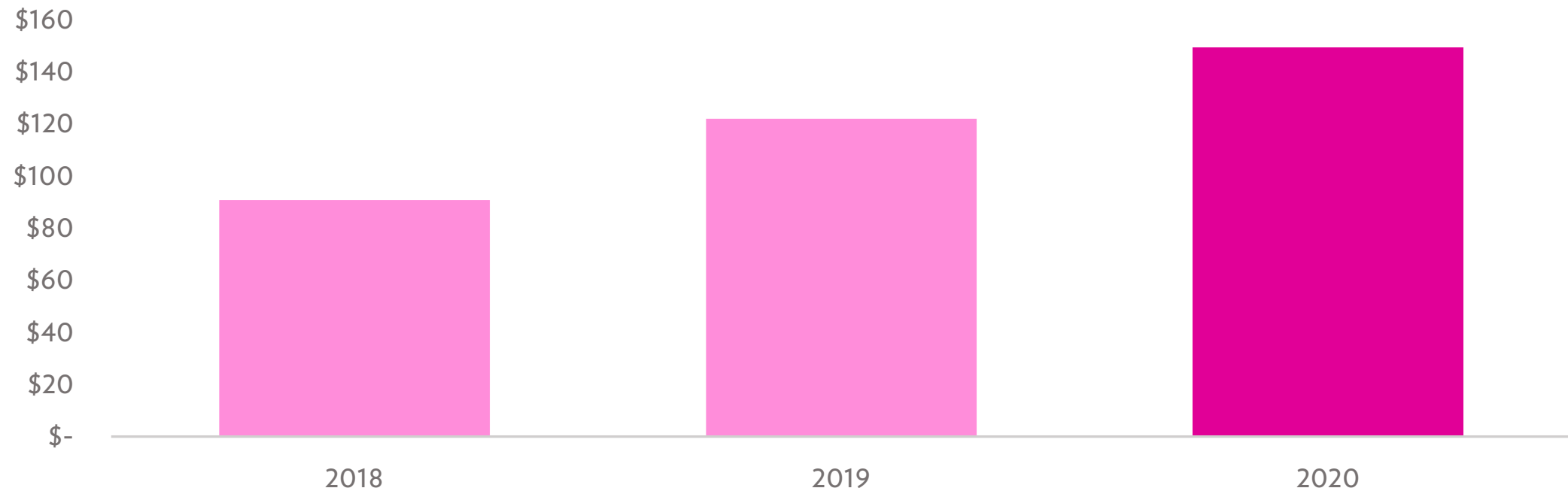
PROGRAMS



PLATFORM

MANUFACTURING SEGMENT OVERVIEW

In millions





FINANCIAL HIGHLIGHTS

Q4 2020

Wins:

- \$748 M of revenue (largest since Q4 '13)
- FX benefit of 4%
- Strong YOY growth in every region
- Value Stream (Product Supply)
- Good product preview result ~ \$75 M
- Steady increase in operating margin

Challenges:

- COVID-19
- Gross margin pressure offset by tax improvement



FINANCIAL HIGHLIGHTS

2020

Wins:

- 7% YOY revenue improvement - \$2.58 B
- Successful product previews ~\$100 M
- EPS improvement of 17% - \$3.63
- Repurchased \$144 M of stock – 9%
- Generated \$379 M cash from operations
- Increased dividend for 20th year

Challenges:

- Gross margin pressure offset by tax rate improvement

GUIDANCE OVERVIEW 2021

ANNUAL REVENUE

\$2.71-2.81B

5 to 9% growth
2 to 3% foreign currency impact

OPERATING MARGIN

10.5-11%

EPS

\$3.80-4.10

5 to 13% growth
26% to 32% tax rate



GUIDANCE OVERVIEW

Q1 2021

Q1 REVENUE

\$610 - \$640 M

18 – 24% growth
3 - 4% foreign currency impact

Q1 EPS

\$0.65 - \$0.75

81 to 108% growth
26 to 30% tax rate



PROJECTED REVENUE GROWTH 2021

CONSTANT CURRENCY

Mainland China	-2 to 7%
Americas/PAC	5 to 12%
South Korea	-2 to 3%
Southeast Asia	0 to 5%
Japan	0 to 5%
Hong Kong/Taiwan	-1 to 3%
EMEA	2 to 8%
Manufacturing	10 to 20%

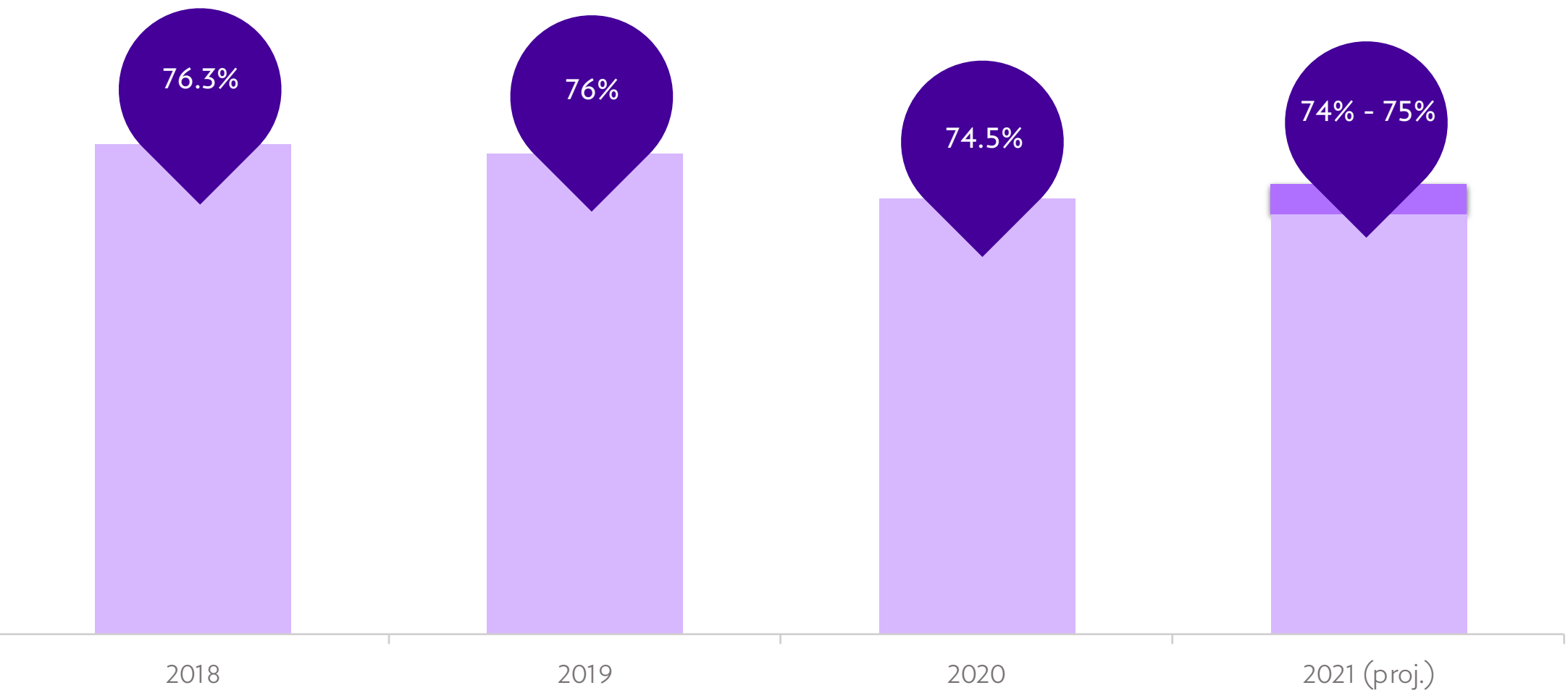
Consolidated Local
Currency Growth
3 - 6 %

Global FX Impact
2 - 3 %

Consolidated
GAAP Growth
5 - 9 %

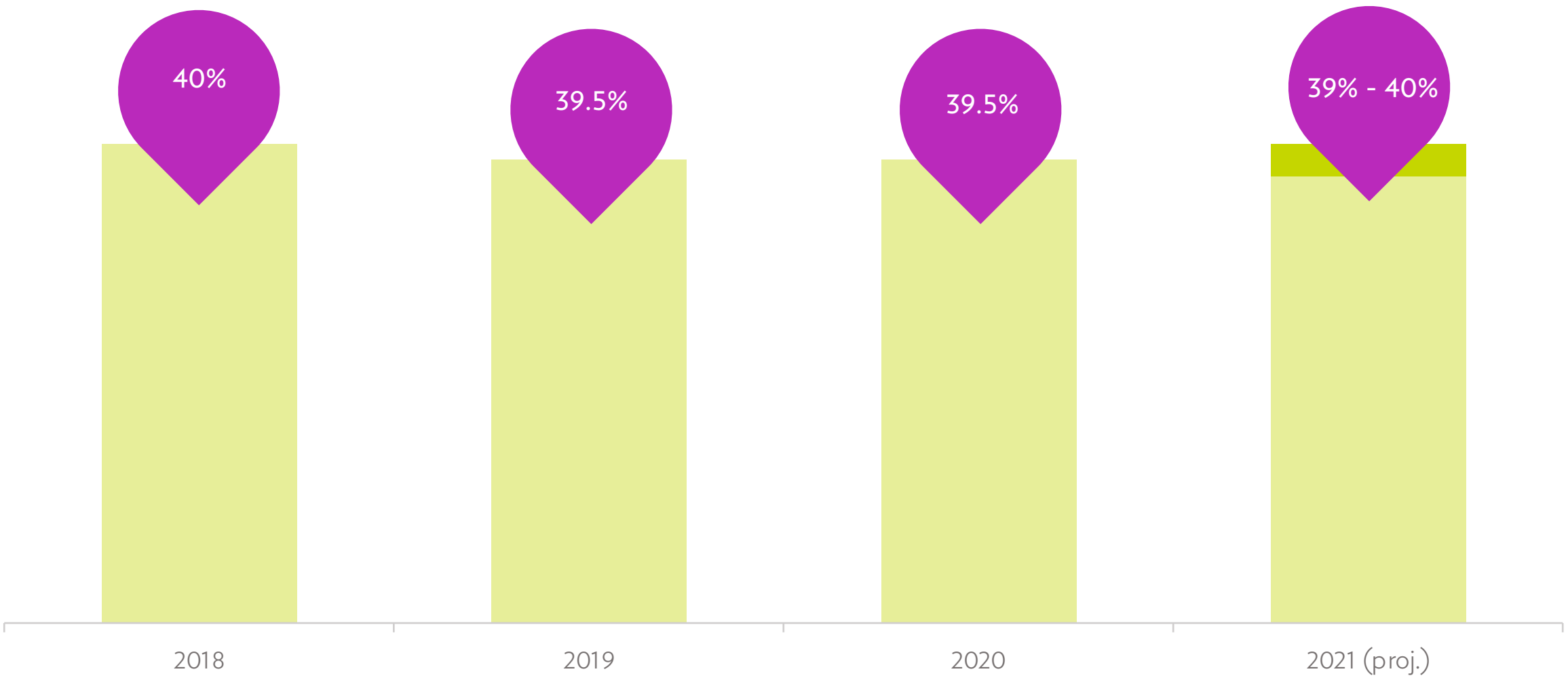


GROSS MARGIN

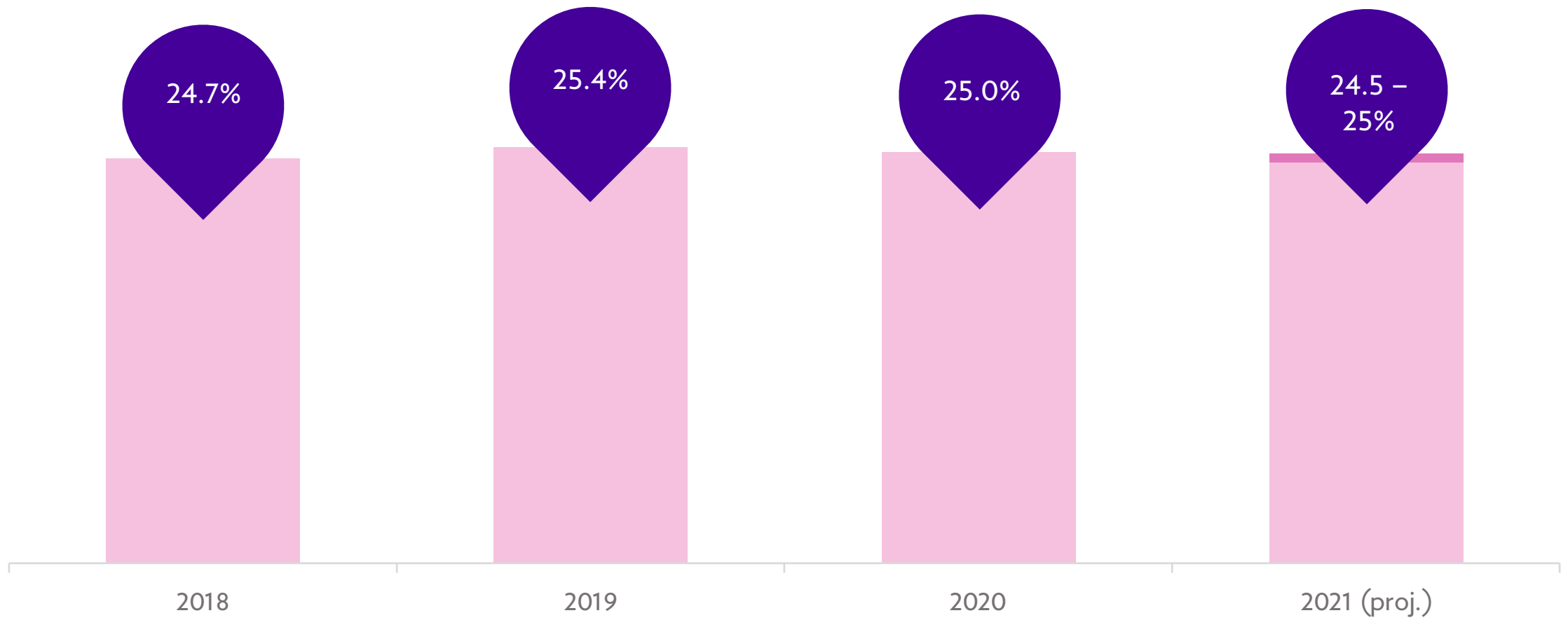


SELLING EXPENSE

% OF REVENUE

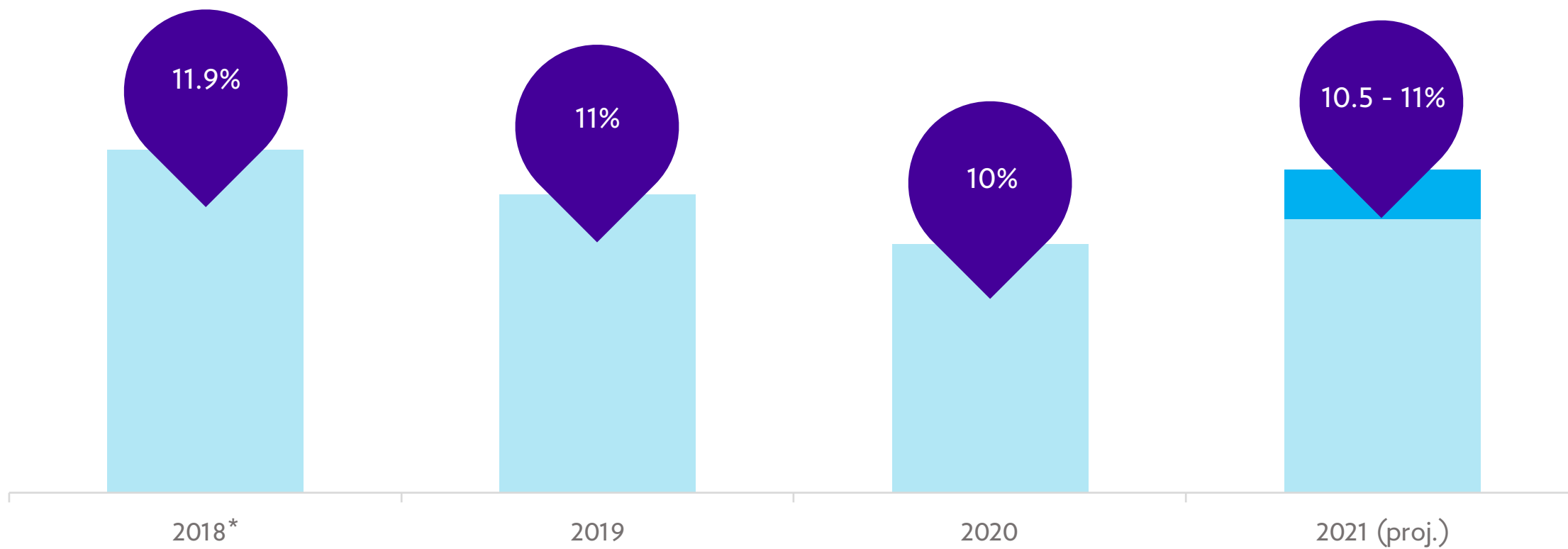


G&A EXPENSE



OPERATING MARGIN

2018 - 2021



*Non-GAAP, see reconciliation

OTHER INCOME / EXPENSE

2021 PROJECTED

INTEREST
INCOME

\$3.0 - \$4.0 M

INTEREST
EXPENSE

(\$7 - \$8 M)

FX GAINS/
(LOSSES) &
OTHER

\$0 - \$4 M

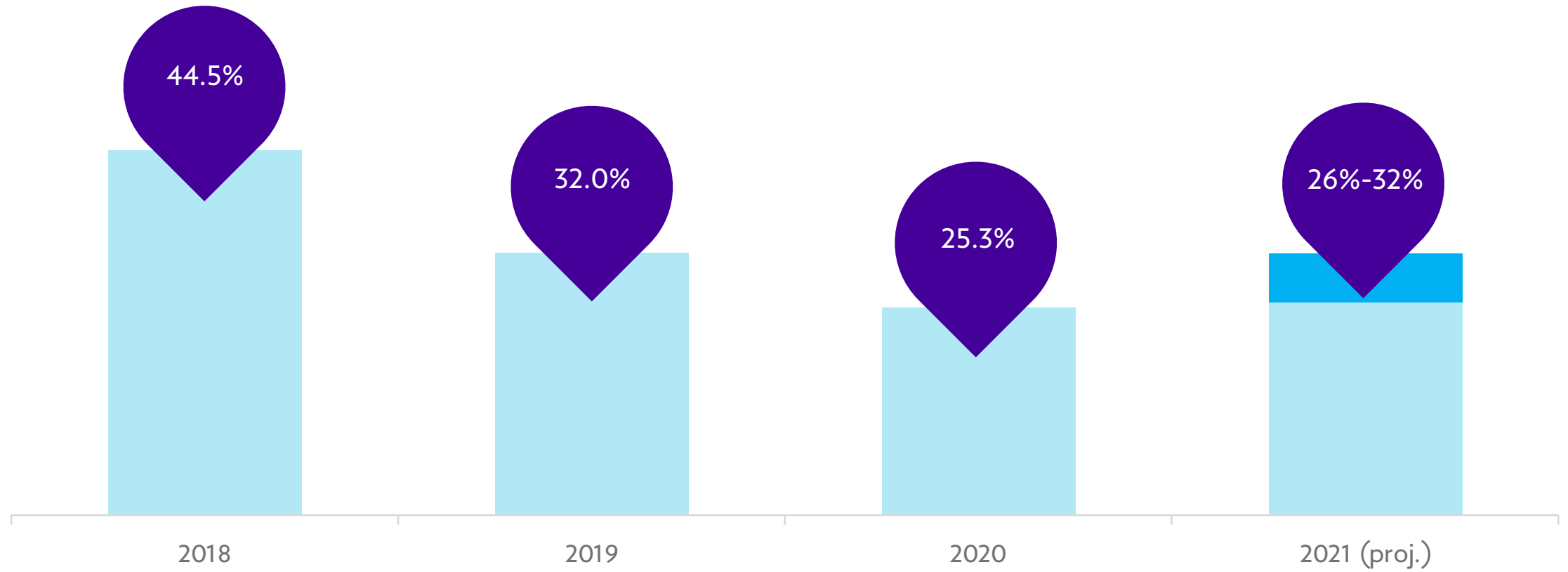
TOTAL OTHER
INCOME/
EXPENSE

(\$0 - \$5 M)



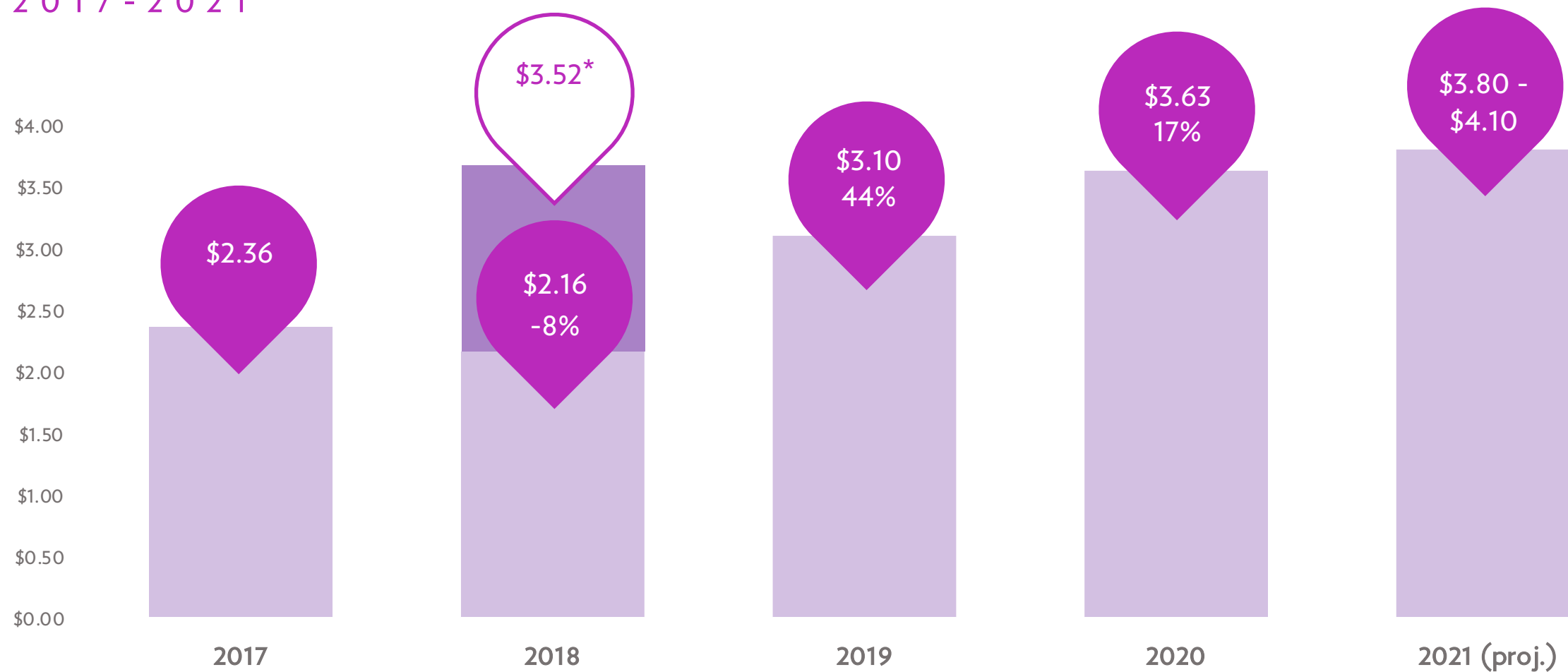
TAX RATE

2018 - 2021



EPS OVERVIEW

2017 - 2021



* 2018 results are non-GAAP

CASH OVERVIEW

CASH FLOW 2021 BREAKOUT

CASH FROM
OPERATIONS

\$300 - 350 M

CAPEX

\$70 - 90 M

DEBT PAYDOWN

\$30 - 35 M

DIVIDENDS

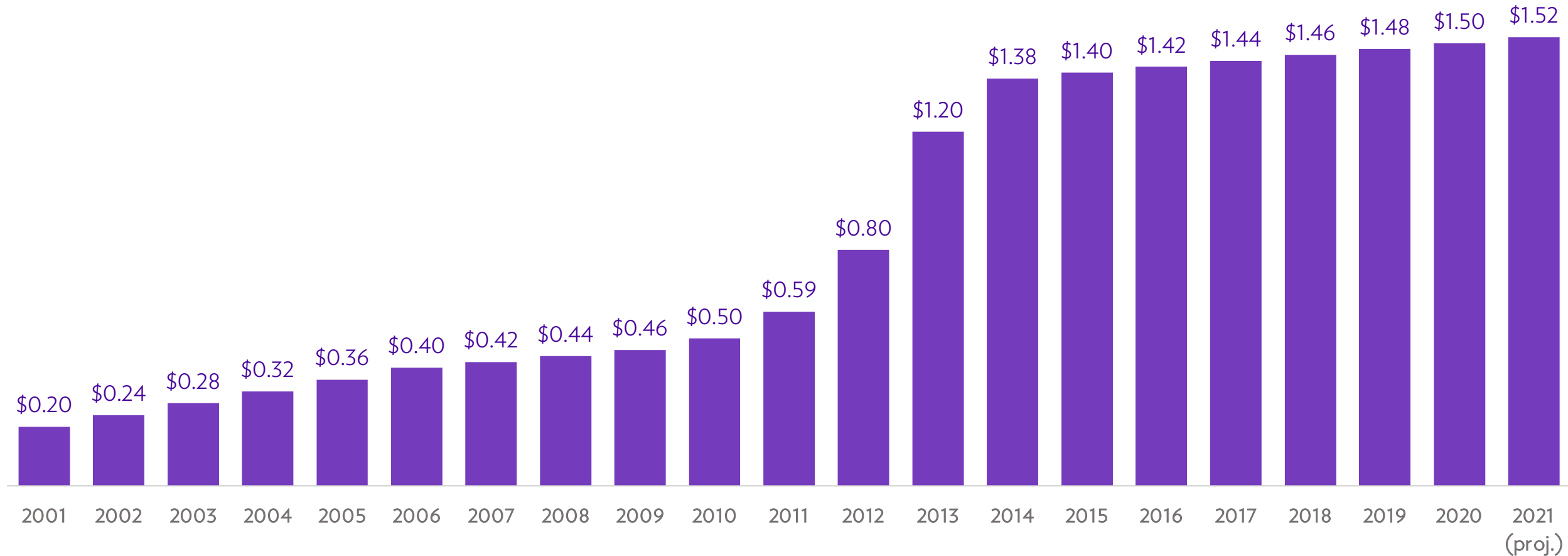
~ \$78 M

2020 CASH HIGHLIGHTS

- Largest number of shares repurchased since 2003
- No increase in debt balance
- Interest expense savings

ANNUAL DIVIDEND

20 YEARS OF GROWTH



NON-GAAP RECONCILIATION TABLES

Reconciliation of Earnings Per Share Excluding Impact of Restructuring to GAAP Earnings Per Share	
	Year ended December 31, 2018
Net income	\$121,887
Impact of restructuring and impairment expense:	
Restructuring and impairment	70,686
Cost of sales - Restructuring	7,240
Tax impact	(1,086)
Adjusted net income	198,727
Weighted-average common shares outstanding (000)	56,476
Diluted earnings per share	\$2.16
Diluted earnings per share, excluding tax reform impact	\$3.52

Reconciliation of Operating Income Excluding Impact of Restructuring to GAAP Operating Income	
	Years ended December 31, 2018
Operating Income	\$240,860
Impact of restructuring and impairment expense:	
Restructuring and impairment	70,686
Cost of sales - Restructuring	7,240
Adjusted operating income	318,786
Revenue	2,679,008
Operating Income	9.0%
Operating income, excluding restructuring impact	11.9%

NON-GAAP – CONSTANT CURRENCY

Non-GAAP Financial Measures: Constant-currency revenue change is a non-GAAP financial measure that removes the impact of fluctuations in foreign-currency exchange rates, thereby facilitating period-to-period comparisons of the company's performance. It is calculated by translating the current period's revenue at the same average exchange rates in effect during the applicable prior-year period and then comparing that amount to the prior-year period's revenue. The company believes that constant-currency revenue change is useful to investors, lenders and analysts because such information enables them to gauge the impact of foreign-currency fluctuations on the company's revenue from period to period.

The following table sets forth revenue growth % for the years ended December 31, 2020 and projected 2021 for each of our reportable segments :

	2020			2021 Projected	
Nu Skin:	Reported Change	Constant-Currency Change		Reported Change	Constant-Currency Change
Mainland China	-13%	-14%		1 to 10%	-2 to 7%
Americas/Pacific	47%	53%		6 to 13%	5 to 12%
South Korea	-1%	0%		2 to 7%	-2 to 3%
Southeast Asia	0%	1%		3 to 8%	0 to 5%
Japan	5%	3%		3 to 8%	0 to 5%
EMEA	38%	35%		6 to 12%	2 to 8%
Hong Kong/Taiwan	-3%	-6%		2 to 6%	-1 to 3%
Total Nu Skin	6%	6%		4 to 9%	3 to 6%
Manufacturing	22%	22%		10 to 20%	10 to 20%