nu skin enterprises 2005 annual report

oare

NU SKIN ENTERPRISES"

o a r e

# the Vision of nu skin enterprises

It began with a dream. Twenty-two years ago, a small group of entrepreneurs conceived a unique company based on a simple idea: providing products and a business opportunity that would improve people's lives. The passion and determination of this small group soon attracted thousands of distributors, employees and scientific collaborators, helping Nu Skin Enterprises become a billion-dollar enterprise with approximately 800,000 independent distributors selling products in more than 40 markets around the world.

Today, the company's founding principles are augmented by increasingly innovative strategies that are preparing the way for healthy growth for years to come, setting it on a course to accomplish its vision of becoming the world's leading direct selling company offering a better way of life for those who dare to dream.



# dare to Orean

4

٠

"With the tremendous success we've achieved in our 22-year history, I'm often asked 'What are your goals for the future?' Our vision is to become the world's leading direct selling company by generating more income for our distributors than any other company. As long as we're helping more people achieve their dreams, we'll keep daring to dream big."—*Blake Roney, Chairman* 



# dare to OC

# product integrity, innovative tools

We've developed a legacy of defying tradition and tapping the limitless possibilities of our product categories. With a powerful scientific engine that includes more than 150 in-house scientists and collaborations with leading research institutions, we deliver innovative and substantiated products and technologies to the marketplace quickly and efficiently.

In 2005, our innovation pipeline produced blockbuster products that included lifepak®nano and an enhanced version of the Nu Skin 180°®Anti-Aging Skin Therapy System. During the year, we also built upon the momentum of *The Measurable Difference™* marketing theme by earning an American Business Award and Taiwan's National Innovation Award for the Pharmanex® BioPhotonic Scanner. In 2006, we'll continue to further differentiate ourselves with the introduction of the second-generation Scanner and the Nu Skin®ProDerm™ Skin Analyzer—two proprietary tools that clearly illustrate *The Measurable Difference™*—our unique ability to demonstrate the benefits of our nutrition and skin care products.





8

"Our combination of internal scientists, research centers and academic collaborations continually sets higher standards for product integrity in our respective categories. Exploring new possibilities, testing hypotheses, contributing an abundant variety of expert viewpoints—this illuminates the work we do, translating into scientifically substantiated and original nutritional and personal care products that provide a measurable difference for our customers."—Joe Chang, Chief Scientific Officer

# international market expansion

We have a rich heritage of looking beyond borders to see the potential our business opportunity offers people around the world. A renewing business opportunity and a group of the finest distributor leaders in the industry are just two of the distinct competitive advantages enjoyed by our company.

Looking toward the future, we will continue to expand our geographic reach into dynamic new markets, including Russia in the first half of 2006 and India near the end of 2007. From Moscow to Mexico City and from Beijing to Bombay, we see tremendous potential to expand our opportunities for growth by helping people the world over experience the benefits of our rewarding business opportunity, innovative products and uplifting corporate culture.



10





"We see great possibilities for growth and expansion, recognizing the rich opportunities to develop in Mainland China, Russia and India. These dynamic markets represent significant growth areas and are ripe for the business opportunity and products we offer. Likewise, we are gaining market share in geographies like Latin America and Europe, where our business initiatives are taking hold and producing double-digit revenue growth."— Dan Chard, Executive Vice President, Distributor Success

# dare to Work

# operational efficiency

Founded on principles of hard work and perseverance, Nu Skin Enterprises has demonstrated a long-standing history of financial success. With nearly \$1.2 billion in annual revenue, strong cash flow and a team of the finest distributor leaders in the business, we are propelling our company forward with a goal to generate significant growth in the years to come.

Despite the great success we have enjoyed, we are working tirelessly to take Nu Skin Enterprises to the next level. In 2006, our global business transformation initiative is helping us to simplify the business, improve access to differentiating tools, maximize the impact of new markets and promote profitability.



14





"Working smart means becoming more efficient and investing in strategic initiatives that yield high returns. Through our business transformation effort, we are trimming significant costs from our operations and are reinvesting a large percentage of these savings back into business-building opportunities. These investments include brand-enhancing initiatives in Japan, expansion opportunities in Mainland China and Russia and programs that further leverage our distributor productivity tools."—*Ritch Wood, Chief Financial Officer* 

# a culture of leadership

For our shareholders, distributors and employees, Nu Skin Enterprises stands for leadership—leadership in creating compelling business opportunities, leadership in each of our product categories, and leadership in fostering a culture focused on enriching the world around us.

Our standards of excellence have attracted high-caliber corporate and field leaders. Nu Skin Enterprises' capable management team supports the finest sales force leaders in the direct selling industry. Since the founding of the company, these distributor leaders have forged new ground, earning approximately \$5 billion in commissions, sharing our life-enhancing products in 42 countries, and generously promoting our "force for good" efforts by donating, for example, more than 45 million meals to feed starving children through our Nourish the Children initiative.





"We're daring to stand tall by adhering to the highest standards of excellence, fostering an environment where results-oriented leaders can emerge and thrive. This commitment has drawn some of the industry's finest distributor and corporate leaders to our company. I am confident that this exceptional group is both capable and dedicated to helping Nu Skin Enterprises become the world's leading direct selling company."— *Truman Hunt, President and Chief Executive Officer* 

2005 was a record year for Nu Skin Enterprises, laying the foundation for a bright future. We will realize all the future holds as we take calculated risks and DARE to press forward toward our goal of becoming the world's leading direct selling company by generating more income for our distributors than any other direct selling company generates for its sales force.

With revenue of \$1.18 billion in 2005, a 4 percent increase over the prior year, we achieved a record level of annual sales. We also enjoyed the largest number of active distributors we've ever had engaged in the business. And we lived up to our reputation of innovation by introducing many exceptional products, including the award-winning lifepak®nano and an enhanced version of our best-selling Nu Skin 180°® Anti-Aging Skin Care System.



We also made significant progress in our effort to address a common dilemma among consumers: determining to what extent, if any, their nutrition and personal care products positively impact their body chemistry and appearance. We finalized development of the second-generation Pharmanex® BioPhotonic Scanner (S2). In addition, we are developing a hand-held tool that can assess skin health while showing the benefits of our skin treatment products. These cutting-edge, scientifically validated tools enable us to easily demonstrate *The Measurable Difference*<sup>™</sup> between our products and those of our competitors.

While we made great strides in 2005, we can do better. We have embarked on initiatives that will move our business steadily forward. We expect 2006 to be a transition year—one that will allow us to set the wheels in motion for healthy growth in the future.

# geographic review

Our progress in certain key markets stalled during the second half of 2005, slightly reducing our profits for the year over 2004. Japan continues to be one of the world's largest direct selling markets and represents nearly half of our sales. Accordingly, Japan continues to be our highest priority.

We began to experience some softness in Japan during the latter part of the year as we discontinued the promotion and shipment of first-generation Scanners, in favor of waiting until 2006 for the highly advanced second-generation Scanner. In addition, well-tested distributor compensation plan changes that had proven successful in several other markets were met with a poor reaction from our sales force and led to unexpected erosion in the number of earlystage distributor leaders. While the introduction of the S1 Scanner generated growth in nutrition sales, those gains were lost to a decline in personal care sales. The net effect of these factors resulted in a local currency revenue decline of one percent for the year and a six percent decline for the fourth quarter.

# We are aggressively addressing these issues. To stabilize Japan, we are:

- Launching the S2 Scanner in mid-2006 with favorable
   Introducing the Nu Skin<sup>®</sup> ProDerm<sup>™</sup> Skin Analyzer to programs to improve access to this tool.

In Mainland China, revenue for the first half of the year remained on target. To prepare for the eventual introduction of direct selling regulations and our long-term growth in the market, we made some changes to our sales force remuneration system in July that negatively impacted our results in China, causing our annual revenue to decline by 3 percent. In addition, the continued delay in the publication of the direct selling regulations contributed to a level of uncertainty in the market that negatively impacted results.



2005 revenue (in million

refocus attention on and renew growth in Nu Skin®

Initiating our first-ever brand building campaign











2006 will be an historic year for our business in China, as we are optimistic we will be granted a direct selling license in the upcoming months. China has the potential to become the world's largest direct selling market and we look forward to the leadership role we will play in this burgeoning industry.

### Our priorities for China are:

- Securing a direct selling license from the
- Continuing to expand our product offerings in
- Engaging in brand-building activities to further

The United States market experienced solid, 6 percent revenue growth in 2005. We reported continued modest gains in our two core product categories and in Big Planet's Photomax<sup>™</sup> digital imaging opportunity. Since the introduction of the S1 Scanner in 2003, Pharmanex revenue has increased 85 percent in the market.

### To continue to grow our business in the United States in 2006, we are:

- Aligning our distributor force around a simplified cross- Invigorating personal care through the launch branded marketing focus: *The Measurable Difference*.™
- to the Scanner technology, which will allow us to use
- Launching the S2 Scanner in the first half of 2006 with a
   Taking advantage of distributor enthusiasm for our

Several other star markets contributed to our record revenue in 2005, including South Korea, where direct selling has doubled over the past four years, making it the world's third-largest direct selling market. South Korea finished 2005 with a 33 percent increase in revenue over 2004 and should continue this impressive growth in 2006. Europe is also showing strong growth, posting a revenue increase of 26 percent in 2005. Although still small, Latin America has also achieved noteworthy growth, with a revenue increase of 105 percent in 2005 over the prior year. As these markets continue to grow, they will provide us with greater global diversity, thereby reducing our exposure to one large market and to foreign currency fluctuations, specifically the yen.

# business transformation

### As we take steps to capitalize on our future potential, we have also initiated a global business transformation that is focused on three objectives:

- First, driving our top line by aligning our efforts and
- and marketing story in each geographic market.

the direct selling world.

## These competitive advantages include:

- Continually renewing the business opportunity for
- Offering only those products that are differentiated



• Third, streamlining our organization to generate

# This transformation process has enabled us to clearly identify where we will establish, maintain and leverage competitive advantages to expand our leadership position in



- Enabling our sales force to demonstrate product
- Maintaining a seamless, global compensation model
- Promoting an uplifting, "force for good" culture that





In the first quarter of 2006, we will incur restructuring charges of \$35 to \$40 million associated with severance costs and asset write-downs that will enable us to focus our resources on necessary growth initiatives. We are confident we will emerge from our transformation process more focused, better aligned and optimally organized to reach our potential.



We have learned from the past and are confident in the renewed opportunities we face in the future. It seems that direct sellers believe in the power of human will. We see our sales leaders do amazing things when they set their minds to accomplishing their goals.

We are focused on achieving our objectives, sharing the sentiment of author, Dale Carnegie, who said, "The person who goes the farthest is generally the one who is willing to do and DARE." We see great success as we look to the future of Nu Skin Enterprises, and we are committed to dream big, defy limits, look beyond, work smart and stand tall—all in our quest to become the world's leading direct selling company.

# dare to dream big

From the very beginning, Nu Skin Enterprises has continuously defied the odds. Founded in 1984, the company was born of a small group of entrepreneurs who had little capital and big dreams. Their vision was clear-they wanted to improve people's lives with innovative products that helped people look and feel better, as well as provide a business opportunity that offered individuals lifestyle freedom. With the determination and passion of this small band who became hundreds of thousands of distributors, employees and scientific collaborators, Nu Skin Enterprises rapidly became a leader in the direct selling world.

Our history of success, despite the odds, provides a unique perspective on our future potential. We are taking aggressive steps to achieve growth in the upcoming years. Our goal is to become the world's leading direct selling company by generating more income for our distributors than any other company. To do this, we must become at least two and a half times larger than we are today.

Industry trends are in our favor as we set our sights on future growth. In fact, the direct selling channel has grown at a compounded annual growth rate of 7.5 percent over the last 10 years, and global socio-economic trends continue to demonstrate a growing need for the products and business opportunity we offer.

### Just consider:

- The aging population is not just a U.S. phenomenon.

Every demographic trend related to our business bodes well for what we do. Nu Skin Enterprises offers the direct selling business opportunity and healthy living product portfolio that will continue to provide consumer solutions in the years to come—offering those who dare to dream big, a better way of life.

# dare to defy limits

We are daring to defy limits in direct selling, personal care and nutrition with business models, products and services that set the benchmark for others to follow. Our efforts are driven by a powerful scientific engine that includes more than 150 in-house scientists and collaborations with leading research institutions, allowing us to deliver new products and technologies to the marketplace quickly and efficiently.

While we're living longer, we're not living these years in

Conversely, savings rates continue to fall. The Bureau of





In 2005, the company's new product innovations included lifepak®nano, a significantly enhanced version of our flagship product, featuring proprietary nanotechnology that helps maximize nutrient absorption in the body. This product has already become one of the best-selling products in the United States and has been nationally recognized for its scientific innovation. Another significant 2005 product entry was the enhanced version of the Nu Skin 180°® Anti-Aging Skin Therapy System. This seven-year-old product regimen is our top-selling personal care system and was recently modernized to include an efficacious formulation of polyhydroxy acids that appeals to more skin types, allowing for an even broader consumer base.

Nu Skin's research and clinical studies include collaborations with world-renowned scientific institutions, including Stanford University. Through the Nu Skin Center for Dermatologic Research at Stanford University School of Medicine, Nu Skin supports directed and non-directed research. Select information obtained through this collaborative research has been presented as posters at the American Academy of Dermatology's annual meetings. Other Nu Skin cosmeceutical studies have been published in recent textbooks that are used in medical schools across the country, as well as in peer-review journals, such as the *Journal of Cosmetic Dermatology*.

In addition to our world-class collaborations with leading academic institutions, our Pharmanex



scientific team performed almost twice as many clinical studies and 10 times the number of preclinical studies in 2005 than in 2004. Our clinical and pharmacological laboratories in Beijing and Provo conducted 16 human clinical studies, 190 experimental and pre-clinical studies and 20 toxicology studies, while also developing 19 new biological efficacy testing methods. This effort to lead in product substantiation resulted in Pharmanex becoming the first company worldwide to obtain three levels of third-party quality certifications for a dietary supplement: LifePak®is now certified by NSF International, Consumer Labs and the Banned Substance Control Group.

While we've set the standard in developing and substantiating our products, we've gone even further to differentiate ourselves by demonstrating our product efficacy. *The Measurable Difference™* gives our sales associates a clear competitive advantage by arming them with scientifically validated tools that measure the benefits of our premium products on their customers. To date, more than 3 million people have been scanned by the Pharmanex®BioPhotonic Scanner, helping customers understand their nutritional status and introducing them to Pharmanex®products. Our Scanner operators are on a mission to "get the world their number."

In the spring of 2006, we will introduce the second-generation Scanner in many of our key markets. Just like the original, the S2Scanner measures carotenoid antioxidants in the skin. Recent studies confirm that these important dietary micronutrients are reliable indicators of a person's overall antioxidant status. The S2Scanner is a significant technological improvement over the original version of the Scanner. It is 30 percent smaller, has shorter calibration and scanning times, is less sensitive to temperature and humidity fluctuations and is more economical for our distributors—benefits that maximize the use of the technology for our sales force.

We are equally enthusiastic about the launch of the Nu Skin®ProDerm<sup>™</sup> Skin Analyzer, a proprietary, patent-pending skin analysis tool developed in-house that provides an assessment of key skin attributes. Developed in cooperation with leading dermatologists, this portable instrument will enable Nu Skin sales representatives to analyze their customers' skin, make a personalized Nu Skin®regimen recommendation and quantify improvements in their skin over time. ProDerm<sup>™</sup> is already getting a lot of attention among our sales leaders and was recently recognized by *Women's Wear Daily* as "giving new meaning to personalized skin care."

# dare to look beyond

As we look toward the bright future that lies ahead for Nu Skin Enterprises, we can't help but look back at the success we've experienced in our new markets this year. In February, we celebrated the opening of Hungary. This market is progressing nicely and developing a solid growth of distributor leaders in the area—one we believe will serve as a successful entrée to Russia. We also expect Israel to contribute to the significance of Russia by providing distributor leadership to our Russian sales force. We opened Israel in late 2004 and it performed very well in 2005, growing every month at an average rate of nine percent. In August, we opened Indonesia, a \$700 million direct selling market that made a meaningful contribution to our operations in









We will continue to expand our geographic reach to new markets with vast potential, including Russia and India. We anticipate opening Russia in the first half of 2006. This market has great potential, reporting more than 500 percent growth in direct selling over the past five years. India is also an up-and-coming direct selling market, and we anticipate commencing operations there toward the end of 2007.



In the near term, we will also expand our operations in Mainland China and look forward to the day when we are able to operate as a direct seller in this market. Within the direct selling industry, there has been an increased level of interest in Mainland China following the results of a recent survey that indicated nearly 50 percent of the population is interested in pursuing a direct selling opportunity. We believe China could generate annual industry revenue of \$10 billion within five years, which would make it the world's third-largest direct selling market. Over the long term, it is not difficult to foresee China rivaling the United States and Japan at \$30 billion per year in terms of total market size for direct selling.

# dare to WOrk smart

It's not sufficient to just work hard in the competitive environment in which we operate we must work smart. One example of this is our global business transformation initiated in 2005. Although the transformation will cost us \$35 to \$40 million in one-time charges (about half of which are cash expenses) in the first quarter of 2006, this strategy should provide annual savings of \$25 to \$30 million once all of the transformation measures have been fully implemented in 2008.

A portion of these savings will be reinvested into growth initiatives in our most important markets. In Japan, these investments will fund image and brand-building efforts, including the improvement of physical facilities. In China, we will increase and improve our infrastructure in advance of the launch of our direct selling business model. Opening Russia will also require investment during 2006.

In addition, we are committing approximately \$10 million of capital to undertake the construction of a nutrition manufacturing plant in China that will provide products for global export. This plant should be operational by the end of 2007 and will enable us to significantly reduce our cost of sales on nutrition products.

In 2005, we also committed \$50 million of capital toward dividends and share repurchases. We increased our annual dividend by 13 percent in 2005, achieving our fifth consecutive year of dividend increases. Additionally, our board of directors declared a dividend increase in the first quarter of 2006 to \$0.10 per share. We are making good use of our healthy cash flow to promote shareholder value.

We're working smart to ensure we co we have set for the company.

# dare to stand tall

Daring to stand tall in our business means that we're willing to do what is right instead of doing what is expedient. The legacy of Nu Skin Enterprises will be our history of creating a better way of life for people. The unique combination of our business opportunity, products and uplifting culture attracts the highest-quality distributor partners in the direct selling industry.

In just 22 years of operation, we have paid approximately \$5 billion in distributor commissions. We've also paid more than \$1 million to 460 different distributorships. And hundreds of thousands of others have enjoyed the benefits of full- or part-time income.

Along the way, we are also making the world a better place. In just three years of operation, our Nourish the Children program has provided more than 45 million meals to help feed starving children in Africa, Latin America, the Philippines, Indonesia, Thailand and China. Meanwhile, our *Nu Skin Force for Good Foundation*™ is creating a better world for children through the generous donations of distributors and employees and through the sale of Nu Skin® Epoch® products. Now in its 10th year, the foundation has raised more than \$14 million for hundreds of children's causes throughout the world—from helping find a cure to the devastating disease of Epider-

We're working smart to ensure we continually increase shareholder value and achieve the goals



meals donated







molysis Bullosa to providing basic needs and educational support for orphaned or underprivileged children in such areas as Africa, the Ukraine, China and Thailand.

The 800,000 independent distributors and 9,000 employees who have gravitated to Nu Skin Enterprises have created a unique and wonderful culture. We want to lead. Our dynamic field leaders are complemented by dedicated and talented managers around the world, many of whom serve in leadership positions in industry associations to ensure the direct selling industry promotes high ethical standards and is recognized for the good it accomplishes. It is a pleasure and an honor to work side by side with this army of distributor and employee partners.

# 2006 objectives

Given the second half of 2005 and forecasts for a significantly stronger U.S. dollar against the yen throughout 2006, it is frankly difficult to project revenue growth in 2006. Many of our markets, including the United States, South Korea, Taiwan, Hong Kong, Europe, Thailand and Latin America will continue to do well. Our Japanese business needs to be rejuvenated, and growth in China is subject to the receipt of direct selling licensing that is largely beyond our control. However, our vision for the mid- and long-terms will not be dimmed by a difficult year in 2006.

# To maximize our results in 2006 and beyond, we are doing the following:

- 1. Stabilizing Japan through the launch of the and ProDerm<sup>™</sup>, by implementing changes
- 2. Securing our direct selling license in China.
- 3. Improving distributor access to our differen
- 4. Reinvigorating our personal care category launch of ProDerm™.

We are laying the foundation for a bright future and taking the calculated risks necessary to reach our full potential. There's no doubt that as we dare to dream big, defy limits, look beyond, work smart and stand tall, we will become the world's leading direct selling company.

We believe that the "future belongs to those who DARE."

Sincerely,

Blake M. Roney

Chairman

M. Truman Hunt President and CEO

ie S2 Scanner s to the d by es.	<b>5.</b> Continuing our business transformation, including completing restructuring efforts in early 2006, infusing focus and clarity on growth drivers in each market, aligning corporate efforts with distributor leaders,
a. ntiating tools:	reallocating capital to growth initiatives, all while protecting our bottom line through cost reductions.
	<b>6.</b> Successfully opening Russia in the second quarter.
y with the	<ol> <li>Undertaking a brand enhancement effort in certain key markets, including Japan, China and Taiwan.</li> </ol>



(U.S. dollars in millions, except per share and stock price amounts)	12.31.02	12.31.03	12.31.04	12.31.05
Revenue	\$ 964.1	\$ 986.5	\$ 1,137.9	\$1,180.9
Operating Income	\$ 105.8	\$ 107.3	\$ 125.8	\$ 123.1
Net Income <sup>(1)</sup>	\$ 64.8	\$ 67.9	\$ 77.7	\$ 74.0
Earnings Per Share				
Basic	\$ 0.79	\$ 0.86	\$ 1.10	\$ 1.06
Diluted	\$ 0.78	\$ 0.85	\$ 1.07	\$ 1.04
Shares Outstanding—diluted (in Millions)	83.1	79.5	72.6	71.4
Cash Flow from Operations	\$ 111.1	\$ 109.0	\$ 130.4	\$ 114.1
Total Assets	\$ 577.8	\$ 591.1	\$ 609.7	\$ 678.9
Stockholders Equity	\$ 386.5	\$ 290.2	\$ 296.2	\$ 354.6
Executive Distributors <sup>(2)</sup>	27,915	29,131	32,016	30,471
Active Distributors <sup>(2)</sup>	566,000	725,000	820,000	803,000
Return on assets	11.2%	11.5%	12.7%	10.9%
Return on Stockholders Equity	16.8%	23.4%	26.2%	20.9%
Closing Stock Price—12/31	\$ 11.97	\$ 17.09	\$ 25.38	\$ 17.58

<sup>(1)</sup> For 2003, net income includes a pre-tax, non-recurring charge of \$5.6 million due to restructuring and other charges incurred during the third quarter.

<sup>(2)</sup> Active distributors include preferred customers and distributors purchasing products directly from us during the three months ended as of the date indicated. An executive distributor is an active distributor who has achieved required personal and group sales volumes. Following the opening of our retail business in China during 2003, active distributors includes 117,000, 147,000 and 116,000 preferred customers in China and executive distributors includes 3,100, 5,437 and 3,787 employed, full-time sales representatives for the years ended December 31, 2003, 2004 and 2005, respectively.



revenue by region

revenue by product category







35

### board of directors

### BLAKE M. RONEY Chairman

D. ALLEN ANDERSEN Senior Advisor, Sun Hung Kai Properties Direct Investments, Ltd. Audit and Compensation Committees

DANIEL W. CAMPBELL Former Senior Vice President, WordPerfect Corporation and Partner at PriceWaterhouse LLP Managing General Partner, EsNet, Ltd. Audit and Nominating and Corporate Governance Committees

JOSE FERREIRA, JR. Former Co-COO, Head of International and Board Member Avon Products, Inc. Partner, Goode Partners, LLC

E.J. "JAKE" GARN United States Senate, Retired Audit and Compensation Committees

PAULA F. HAWKINS United States Senate, Retired President, Paula Hawkins and Associates Compensation and Nominating and Corporate Governance Committees

M. TRUMAN HUNT President and Chief Executive Officer

ANDREW D. LIPMAN Partner and Head of Telecommunications, Media and Technology Group, Bingham McCutchen Compensation and Nominating and Corporate Governance Committees

PATRICIA NEGRÓN Independent Business Consultant, Author Audit and Nominating and Corporate Governance Committees

SANDIE TILLOTSON Senior Vice President corporate management

RITCH N. WOOD

COREY B. LINDLEY

Executive Vice President

President, Greater China

President. Nu Skin Japan

DAN R. CHARD

ROBERT S. CONLEE

President, North Asia Region

SCOTTE.SCHWERDT

President, Americas and Europe

LARRY V. MCFARLANE

JOSEPH Y. CHANG

Chief Scientific Officer

President, Big Planet

Senior Vice President

Chief Legal Officer

Corporate Secretary

Government Relations

Vice President,

BROOKE B. RONEY

MARKL.ADAMS

Chief Information Officer

D. MATTHEW DORNY

MICHAEL D. SMITH

MARKA. WOLFERT

Chief Compliance Officer

BRETT C. NELSON

Regional Vice President,

JACK PETERSON

**CLAIRE AVERETT** 

Corporate Strategy and Development

South Asia/Pacific

Vice President.

Vice President.

Human Resources

Executive Vice President, Distributor Success

Executive Vice President, Product Development

Chief Financial Officer

## regional/country management

### CHARLENE CHIANG President, Nu Skin Singapore, Malaysia and Brunei

JOHN CHOU President, Nu Skin Taiwan

ANDREW FAN Regional Vice President, Southeast Asia

FRANKIE KIOW President, Nu Skin China

ANGELA LAU General Manager, Nu Skin Enterprises Hong Kong

PAKAPUN (VICKY) LEEVUTINUN General Manager,

Nu Skin Thailand MIKAEL LINDER President and General Manager,

European Operations NIGEL SINCLAIR President, Nu Skin Enterprises Australia and New Zealand

PATRICK YEUNG President, Nu Skin Thailand and Philippines

LUKE YOO President, NSE Korea corporate informatio

### **ANNUAL MEETING**

Nu Skin Enterprises' annual stockholders' meeting will be held at 3 p.m. on Monday, May 25, 2006 at: One Nu Skin Plaza 75 West Center Street Provo, Utah 84601

INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

PricewaterhouseCoopers LLP 201 South Main, Suite 900 Salt Lake City, Utah 84111

Telephone: 801-531-9666

### STOCK LISTING

Nu Skin Enterprises' stock is listed on the New York Stock Exchange under the ticker symbol: NUS

### TRANSFER AGENT

Inquiries regarding lost stock certificates, consolidation of accounts, and changes in address, name, or ownership should be addressed to:

American Stock Transfer & Trust 59 Maiden Lane New York, New York 10038

Domestic telephone: 877-777-0800 International telephone: 718-921-8200

### **CORPORATE HEADQUARTERS**

Nu Skin Enterprises 75 West Center Street Provo, Utah 84601 Telephone: 801-345-6100

### COMPANY WEB SITES

Nu Skin Enterprises: www.nuskinenterprises.com Nu Skin: www.nuskin.com Pharmanex: www.pharmanex.com Big Planet:

www.bigplanet.com

36

This annual report contains forwardlooking statements, which represent our expectations and beliefs about future events and operating results as of the date of this report, including the outlook for future growth and performance, strategic initiatives, new products and tools. Words or phrases such as "believes," "expects," "anticipates," "plans," and similar words or phrases are intended to helpidentifyforward-looking statements. These forward-looking statements are subject to risks and uncertainties including those identified in our most recent 10-K and any amendments thereto. The forward-looking statements represent our views as of the date of this report and we assume no duty to update these forward-looking statements.

# ADDITIONAL STOCKHOLDER INFORMATION

Additional information and news about Nu Skin Enterprises is available at www.nuskinenterprises.com. For investor information, inquiries, annual reports, and SEC filings, call 801-345-2657,

e-mail spond@nuskin.com, or write Investor Relations at the corporate headquarters.

# FORWARD-LOOKING STATEMENTS

### CHIEF EXECUTIVE OFFICER AND CHIEF FINANCIAL OFFICER INFORMATION

We have filed with the Securities and Exchange Commission the certifications of our Chief Executive Officer and Chief Financial Officer required under Section 302 of the Sarbanes-Oxley Act of 2002as exhibits to our most recently filed Annual Report on Form 10-K and any amendments thereto.

In addition, M. Truman Hunt, as our Chief Executive Officer, submitted to the New York Stock Exchange the Chief Executive Officer Certification required by Section 303A.12(a) of the 2004 New York Stock Exchange Manual.

# dare to follow



©2006 nu skin enterprises, inc one nu skin plaza, 75 west center street, provo, ut 84601 www.nuskinenterprises.com 01100666