INVESTOR
OVERVIEW

November 2026

USANA Health Sciences, Inc.

NYSE: USNA

AN OMNICHANNEL HEALTH & WELLNESS COMPANY

USANA

Premium nutritional supplements distributed globally through the direct sales channel.

Direct Selling

Hiya

Subscription-first children's vitamins and wellness products for modern families.

Direct-to-Consumer, Retail & E-Commerce

Rise Wellness

Clean-label protein and nutrition products built for active, health-conscious consumers.

Retail

Safe Harbor

Forward-looking statements and non-GAAP financial measures.

Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act and Section 21E of the Securities Exchange Act. These forward-looking statements are based on current plans, expectations, estimates, forecasts, and projections as well as the beliefs and assumptions of management. Words such as "expect," "enhance," "drive," "anticipate," "intend," "improve," "promote," "should," "believe," "continue," "plan," "goal," "opportunity," "estimate," "predict," "may," "will," "could," and "would," and variations of these terms or the negative of these terms and similar expressions are intended to identify these forward-looking statements. Such forward-looking statements include, but are not limited to, statements regarding commercial performance and growth for Hiya and Rise Wellness in 2026 and continued growth in the future; statements about the Company's long-term growth; and the statements under the sub-heading "Fiscal Year 2026 Outlook." Our actual results could differ materially from those projected in these forward-looking statements, which involve a number of risks and uncertainties, many of which involve factors or circumstances that are beyond our control, including: risks relating to global economic conditions generally, including continued inflationary pressure around the world and negative impact on our operating costs, consumer demand and consumer behavior in general; reliance upon our network of independent Brand Partners; risk that our Brand Partner compensation plan, or changes that we make to the compensation plan, will not produce desired results, benefit our business or, in some cases, could harm our business; risk associated with our launch of new products or reformulated existing products; risks related to Hiya's ability to adapt to changes in the digital marketing environment to continue to generate customer acquisition, including changes in social media advertising algorithms; risks related to Hiya's ability to perform in an expanding distribution channel and new international markets; risks related to Rise Wellness' ability to execute its commercial plan and its dependence on product orders from certain key retailers – specifically, if future orders from those retailers do not meet our forecasts or such retailers discontinue purchasing and selling Rise Wellness products; risks related to governmental regulation of our products, manufacturing and direct selling business model in the United States, China and other key markets; potential negative effects of deteriorating foreign and/or trade relations between or among the United States, China and other key markets, including potential adverse impact from tariffs, trade policies or other international disputes by and among the United States, China, or other markets that are important to the Company; potential negative effects from geopolitical relations and conflicts around the world, including the Russia-Ukraine conflict and the conflict between the United States and Iran; compliance with data privacy and security laws and regulations in our markets around the world; potential negative effects of material breaches of our information technology systems to the extent we experience a material breach; material failures of our information technology systems; adverse publicity risks globally; risks associated with our operations in India and future international expansion and operations; uncertainty relating to the fluctuation in U.S. and other international currencies; the potential for a resurgence of COVID-19, or another pandemic, in any of our markets in the future and any related impact on consumer health, domestic and world economies, including any negative impact on discretionary spending, consumer demand, and consumer behavior in general; risk that Hiya and Rise Wellness disrupt the Company's overall strategic plans and operations; the diversion of the attention of the management teams of USANA, Hiya, and Rise Wellness from ongoing business operations; the ability to retain key personnel of USANA, Hiya and Rise Wellness; the ability to realize the benefits of the Hiya acquisition, including efficiencies and cost synergies; the ability to successfully integrate Hiya's business with USANA's business, at all or in a timely manner; and the amount of the costs, fees, expenses and charges related to the acquisition. The contents of this presentation should be considered in conjunction with the risk factors, warnings, and cautionary statements that are contained in our most recent filings with the Securities and Exchange Commission. The forward-looking statements in this presentation set forth our beliefs as of the date hereof. We do not undertake any obligation to update any forward-looking statement after the date hereof or to conform such statements to actual results or changes in the Company's expectations, except as required by law.

Non-GAAP Financial Measures

This presentation contains the non-GAAP financial measures Adjusted EBITDA, Adjusted Diluted EPS and free cash flow. Adjusted EBITDA is a non-GAAP financial measure of (loss) earnings before interest, taxes, depreciation, and amortization that also excludes certain adjustments as indicated in the reconciliation from net (loss) earnings in the appendix. Adjusted Diluted EPS is a non-GAAP financial measure of diluted (loss) earnings per share that excludes certain adjustments as indicated in the reconciliation from diluted EPS in the appendix.

Adjusted EBITDA (non-GAAP) is net (loss) earnings (its most directly comparable GAAP financial measure) adjusted for interest expense, net, (benefit from) provision for income taxes, depreciation and amortization (including right-of-use asset reduction), non-cash share-based compensation, transaction-related expenses and integration costs for the Hiya acquisition, cost realignment expenses, impairment expense, and gain on sale of assets. Adjusted EBITDA attributable to USANA (non-GAAP) is Adjusted EBITDA (non-GAAP) further adjusted to exclude the Adjusted EBITDA attributable to noncontrolling interest related to Hiya.

Adjusted diluted (loss) earnings per share (non-GAAP) is diluted (loss) earnings per share (its most directly comparable GAAP financial measure) adjusted for amortization of intangible assets, transaction-related expenses and integration costs related to the Hiya acquisition, cost realignment expenses, impairment expense, and gain on sale of assets.

Free cash flow (non-GAAP) is net cash provided by (used in) operating activities (its most directly comparable GAAP financial measure) less purchases of property and equipment. Management believes free cash flow is a useful measure of the cash the business generates, after investing in property and equipment, that is available for strategic investments, share repurchases and other uses.

Management believes that Adjusted EBITDA (non-GAAP), Adjusted EBITDA attributable to USANA (non-GAAP), Adjusted diluted (loss) earnings per share (non-GAAP), and free cash flow (non-GAAP), along with GAAP measures used by management, most appropriately reflect how the Company measures the business internally.

The Company prepares its financial statements using U.S. generally accepted accounting principles ("GAAP") and investors should not directly compare with or infer a relationship from any of the Company's operating results presented in accordance with GAAP to Adjusted EBITDA, Adjusted diluted (loss) earnings per share and free cash flow. Non-GAAP financial measures have limitations in their usefulness to investors because they have no standardized meaning prescribed by GAAP and are not prepared under any comprehensive set of accounting rules or principles. In addition, other companies, including companies in our industry, may calculate similarly titled non-GAAP financial measures differently or may use other measures to evaluate their performance, all of which could reduce the usefulness of non-GAAP financial information as a tool for comparison. As a result, the non-GAAP financial information is presented for supplemental informational purposes only and should not be considered in isolation from, or as a substitute for, financial information presented in accordance with GAAP.

Key Investment Highlights

Core Nutritional Margin Discipline

- Segment operating margin up 290 bps year-over-year
- Leaner cost structure
- Rebuilding active customers is top priority

Balance Sheet Strength

- $179 million in cash and zero debt
- $36 million of free cash flow generated year-to-date through Q3 2026
- Supports disciplined capital allocation

Efficient Operating Model

- Variable Brand Partner incentive structure
- 67% of Core Nutritional products manufactured in-house

Omnichannel Brand Portfolio

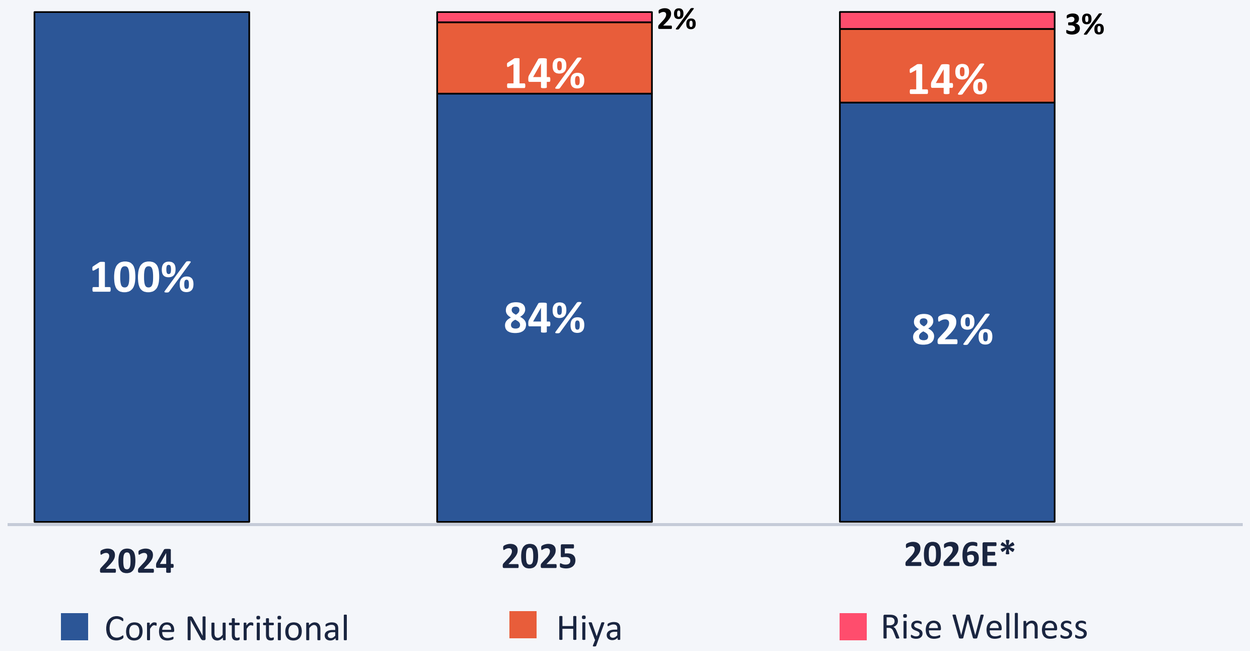
- Hiya expanding beyond DTC into retail, Amazon, and international markets
- Protein Pop scaling nationwide
- Rise Bar growth opportunities: Amazon, DTC, and club rotations

Leveraging Core Competencies

- Expertise in product development, manufacturing, operations, international expansion and financial management
- Generating synergies and operational efficiency across the omnichannel platform

Transforming to a Diversified Omnichannel Health & Wellness Platform

REVENUE MIX EVOLUTION



Percentages reflect FY 2026 guidance. Numbers may not sum to 100% due to rounding.

Channel expansion

Hiya and Rise expand revenue outside direct sales

Omnichannel scale

~18% revenue share expected in 2026

Balance sheet flexibility

$179M cash, zero debt, $36M YTD free cash flow

Direct Selling Foundation + Omnichannel Brands

Core Nutritional: Margin Discipline While Rebuilding Active Customers

Segment operating margin rose to 4.1% from 1.2%; brand, product and incentive initiatives target active customer growth.

Hiya and Rise Wellness Driving Channel and Geographic Expansion

Acquired and emerging brands expanding USANA's presence in high-growth consumer wellness segments.

Expanding Omnichannel Platform

Revenue increasingly diversified beyond the Core Nutritional business. ~18% of FY 2026 revenue expected from omnichannel brands.

Global Revenue Diversification

Hiya and Rise Wellness driving a more balanced geographic footprint.

Omnichannel Wellness Brands Drive Strategic Diversification

Historical Foundation

USANA built on a global direct selling network across 25 markets — premium nutritional science delivered through Brand Partners.

Strategic Omnichannel Expansion

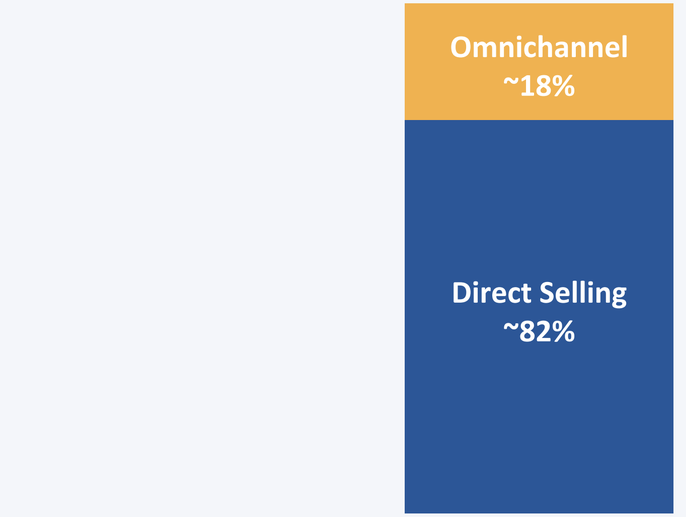
Hiya and Rise Wellness extend reach into direct-to-consumer, e-commerce, mass retail, and club channels.

Broadening Customer Base

Omnichannel brands open access to families, younger consumers, and retail-first shoppers historically outside the direct selling model.

Revenue Mix by Channel

2026E* Revenue Mix



Direct Selling

DTC Subscription

Retail Distribution

E-Commerce

Percentages reflect FY 2026 guidance

Global Presence with Geographic Diversification

Established Global Scale

25 markets across North America, Asia Pacific, and Europe.

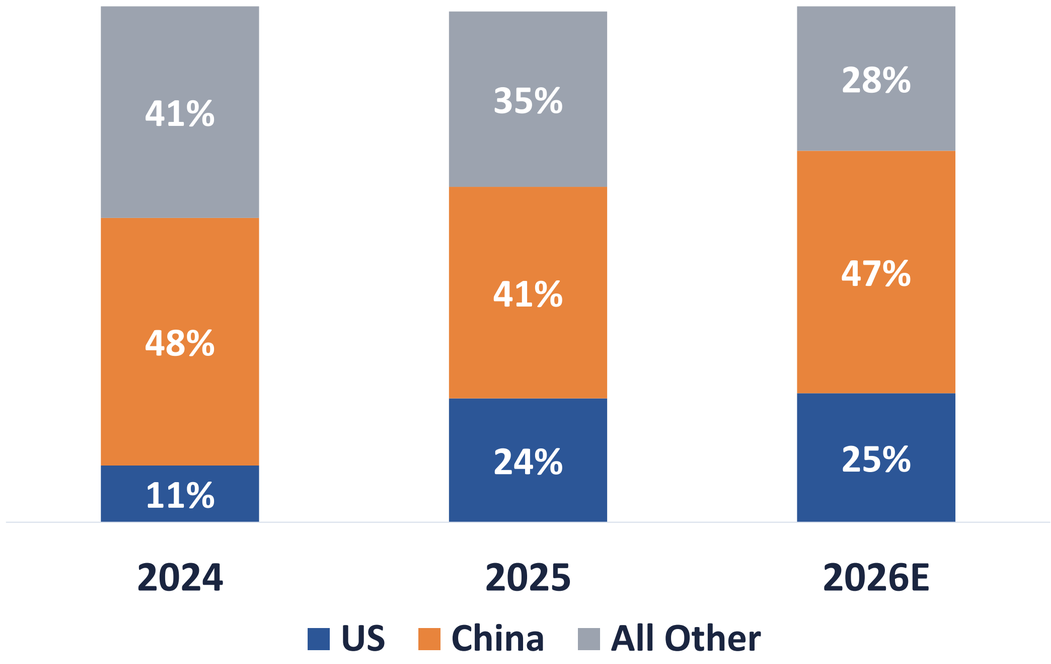
Strategic Focus on Geographic Revenue Exposure

Increasing domestic revenue share provides meaningful opportunity for longer-term earnings expansion.

Omnichannel Brands Expand Addressable Market

Synergistic opportunities for Hiya and Rise Wellness to increase USANA’s share of the global health and wellness market.

Revenue Mix by Geography



Source: Company filings. 2026E reflects internal Company estimates

Core Nutritional Business

Cellular nutrition science, premium supplement portfolio, and the direct selling distribution platform that has powered USANA for 30+ years.



Five-Pillar Approach to Profitable Growth

Integrated playbook for compounding revenue, margin, and earnings power across the Core Nutritional business

Active Customer Growth

Expand the customer base through targeted acquisition and improved retention across all regions.

Direct Selling Model

Empower a global Brand Partner network with tools, incentives, and digital enablement.

Product Quality & Innovation

Science-led R&D and premium formulations that differentiate USANA in cellular nutrition.

In-House Manufacturing

Vertically integrated production protecting quality, cost, and supply continuity.

New Market Expansion

Disciplined geographic expansion and selective acquisitions that compound the platform.

Active Customer Composition

Key leading indicator for sales momentum

Brand Partners



Independent distributors of USANA products who also purchase for personal use

+

Preferred Customers*



Customers who purchase USANA products strictly for personal use

=

Active Customers



Brand Partners and **Preferred Customers** who have purchased from USANA any time during the most recent three-month period

**China utilizes a Preferred Customer program that has been implemented specifically for that market.*

Direct Selling Model: A Key Driver of Operating Leverage

USANA distributes products internationally through a direct sales network of individual business owners (Brand Partners).

Operating leverage

Brand Partner incentives and commissions are aligned with sales performance, scaling cost with revenue.

Low incremental cost

Relatively low cost to acquire each new Active Customer through the partner network.

USANA Direct Selling Model

Capital-light expansion

Ability to enter new international markets with moderate fixed investment.

Cash generation

Strong, predictable cash conversion supports reinvestment and shareholder returns.

Variable cost structure that scales with revenue and supports margin expansion

High-Quality, Science-Based Products

FORMULATION

Latest scientific research

Product formulations developed on the basis of current peer-reviewed research and clinical evidence.

R&D INFRASTRUCTURE

Scientific innovation

On-site R&D labs and dedicated facilities staffed by scientists across formulation, quality, and analytical disciplines.

INGREDIENTS

Bioavailability-first

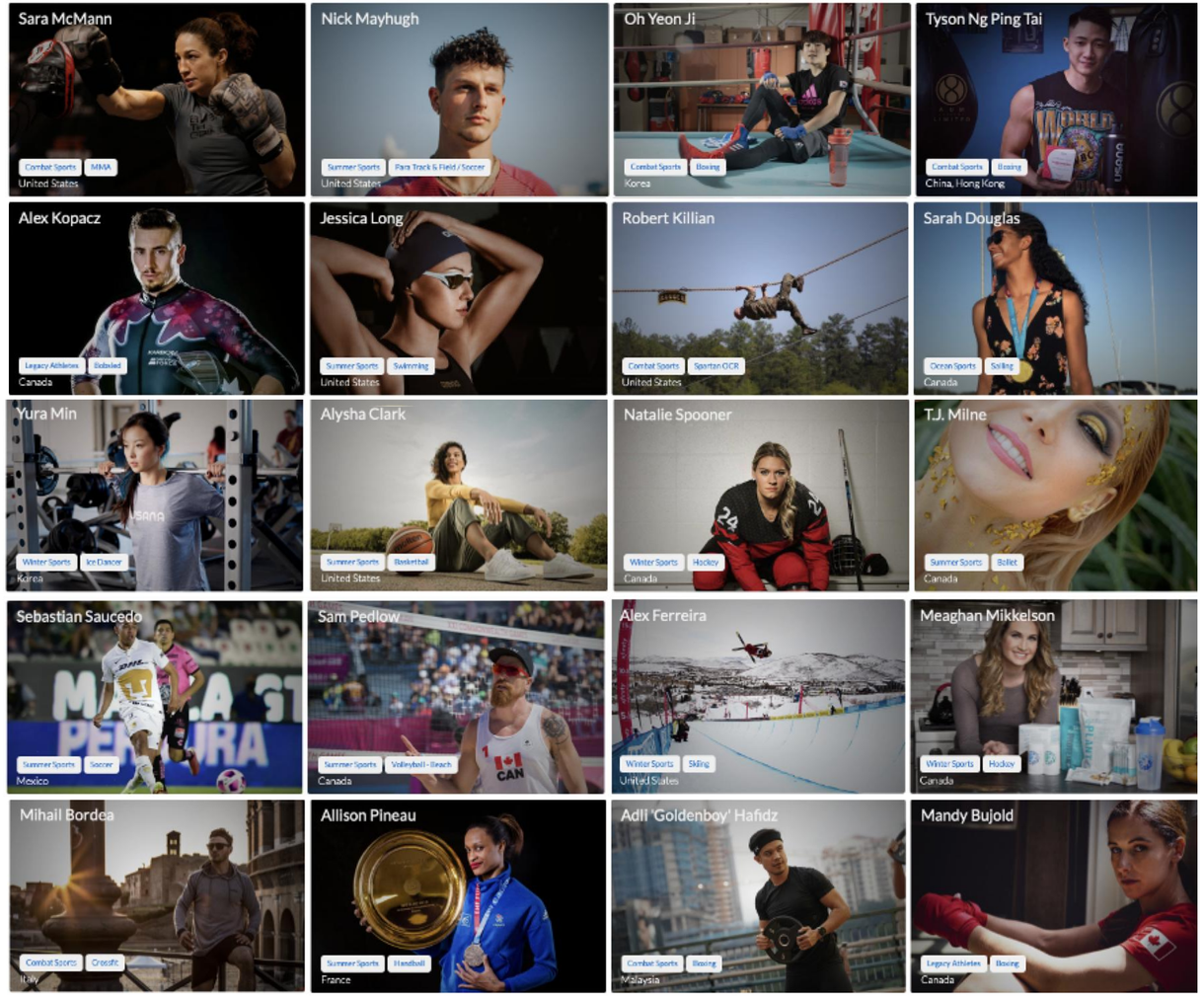
Highest-quality raw ingredients sourced for optimal bioavailability — ensuring the body absorbs what the label claims.

Science is USANA's moat

Vertical integration of formulation, R&D, and manufacturing produces products competitors cannot easily replicate — supporting premium pricing and customer loyalty.

Trusted by Professional and Olympic Athletes

Cellular nutrition partner to elite sports organizations and athletes around the world





In-House Manufacturing: A Key Differentiator

Vertical integration drives quality, agility, and margin protection.

67%

of Core Nutritional products manufactured in-house

- Increased operational and financial flexibility
- Flexibility in supply chain management
- Margin protection through input cost control

Pharmaceutical-grade GMP manufacturing

Facility designed to pharmaceutical standards and compliant with Good Manufacturing Practices (GMP) and applicable manufacturing regulations.

Vertical integration is a structural advantage few peers can replicate.

Core Nutritional Strategic Initiatives

Aligning brand investment, product innovation, and incentives around acquiring and retaining a loyal customer base

Invest in the USANA Brand

Building awareness to drive customer acquisition

- Digital marketing to build awareness of the USANA brand
- Modernizing the technology that supports how Brand Partners and customers engage with USANA

Accelerate Product Innovation

Meeting consumers' evolving nutritional needs

- New products planned to begin launching in 2027
- Clear Protein + Creatine Mix launched following the Live 2026 Americas Convention
- Follows the launch of Glow earlier this year

Refine Brand Partner Incentives

Rewarding growth in active customers

- Evolving the incentive plan to more directly reward active customer growth
- Promoting the behaviors that build a durable, loyal customer base

Top priority: rebuilding our active customer base, our single largest growth lever

Hiya

Clean-label, sugar-free daily vitamins and nutrition for kids — delivered through a digital-first subscription model.



Hiya Is a Compelling Strategic Fit

Creating the Healthiest Family on Earth

Aligned visions and a shared commitment to innovative, premium nutrition

01

Leader in children's health & wellness

Fast-growing brand delivering immediate impact in a structurally underpenetrated children's nutrition market.

02

Channel expansion into DTC wellness

Adds a proven direct-to-consumer subscription model and a health-focused customer base alongside USANA's Core Nutritional business.

03

Synergies accelerate growth & profitability

Shared science, sourcing, and infrastructure across two premium nutrition portfolios.

04

Expands U.S. footprint

Materially increases USANA's U.S. revenue base and consolidated customer count.

Hiya Is Reimagining Children's Health & Wellness

FOUNDED 2020

Better-for-you for the next generation

Hiya's next-generation products deliver clean, honest ingredients that discerning parents demand — combined with great taste and high engagement that kids love.



Hiya’s “Kidsperience” removes the traditional barriers to better nutrition by making healthy habits fun and interactive for kids.

The Hiya Subscription Model

Acquire

Multi-channel marketing drives DTC sign-ups via Hiya.com.

Subscribe

Auto-replenishment locks in monthly cadence and reduces churn.

Engage

Kid-facing "Kidsperience" + parent comms keep families on the program.

Expand

Cross-sell extends LTV across the family-health product portfolio.

Recurring revenue. Durable brand equity. Subscription economics.

Auto-replenishment and product expansion extend the value of each sign-up — an advantage direct selling peers do not have. The model's economics depend on customer acquisition cost, which declined noticeably in Q3 2026 from the first half of the year.

Hiya Growth Initiatives

Growth vectors are increasingly outside direct-to-consumer — retail, marketplace, and international expansion



Distribution

Building on early retail success and scaling channels beyond Hiya.com.

- Continued strong performance at a major national retailer
- Pursuing additional retail accounts, including club retail
- Scaling presence on Amazon
- Growing and diversifying marketing to reach more consumers



Geography

Early-stage international expansion showing encouraging momentum.

- Deepening the footprint in Canada
- Localized marketing partnerships
- Continued retail development in international markets



Product Portfolio

Continued investment in new product development.

- Extending into new product categories
- Reaching new consumer demographics
- “Kidsperience” platform drives engagement and retention

Retail, marketplace, and international expansion are where Hiya's next phase of growth is being built.

Rise Wellness

Clean, simple, better-for-you protein products built for the modern consumer — scaled through national retail and club channels.





Two Emerging Health & Wellness Brands

Built for the modern consumer — clean label, multiple formats, multi-channel distribution.

PROTEIN POP™

rise®

High-Performance Nutrition

- High protein, clean label
- Convenient daily nutrition
- Refreshing and enjoyable to consume
- Engineered for active lifestyles

Product Ecosystem

- Multiple formats — drinks, powders, bars
- Multiple consumption occasions
- Pipeline ready for line extensions

Go-to-Market Strategy

- Major national retailers
- Direct-to-consumer / e-commerce
- Omnichannel by design

Complementary Protein Solutions Across Occasions

PROTEIN POP™



On-the-go performance nutrition

- 22–30g protein
- Zero sugar
- Clean ingredients
- Built for active lifestyles

Distribution Expansion

Retail → Club ↑ Long-Term Expansion

rise





Clean, simple ingredients

Supports daily performance nutrition

- E-commerce
- DTC
- Retail
- Club

Scaling Distribution & Product Portfolio to Accelerate Growth

Product

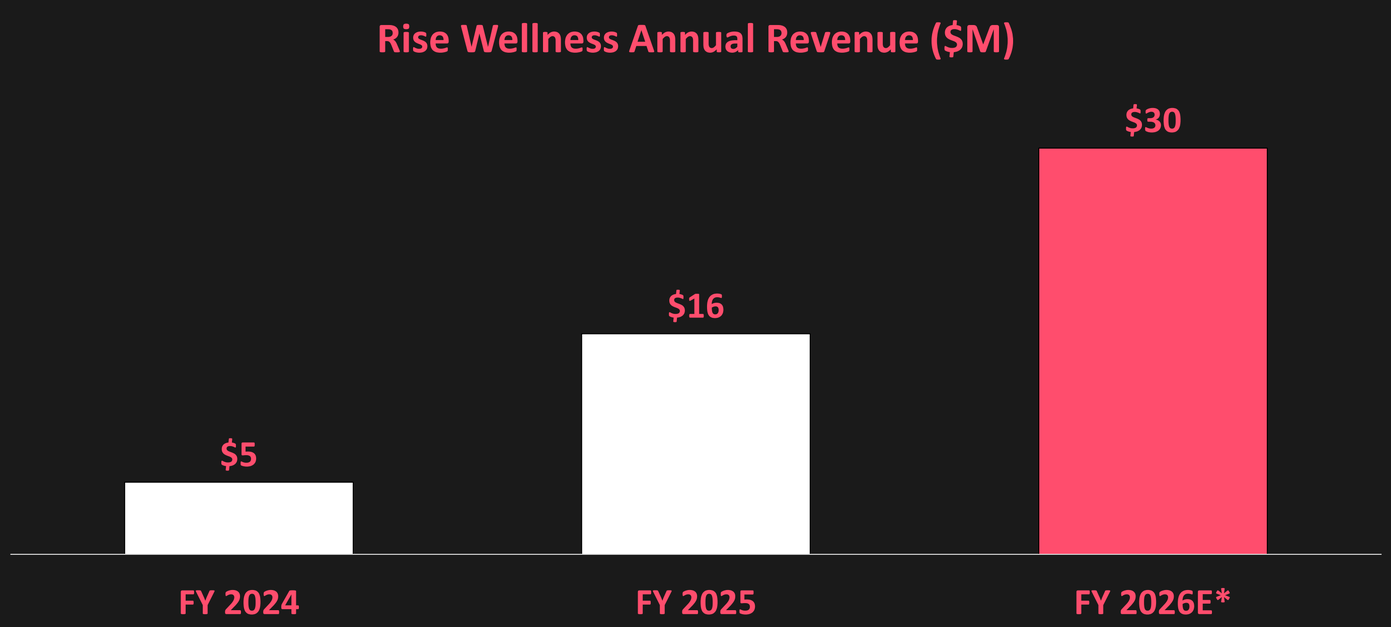
- New flavors
- New formats and innovation — bars, powders, ready-to-drink

Distribution

- Expand with national retailers
- Omnichannel growth: DTC + retail + club

Geography

- New national retail doors
- Leverage USANA’s international expertise



*Reflects FY 2026 guidance

Financial Overview



Third Quarter 2026 Financial Summary

Quarter ended October 3, 2026

NET SALES

$206M

Down 4% year-over-year, including a $4 million, or 2%, favorable currency impact.

NET LOSS

$(5.6)M

Versus $(6.5) million in the prior-year quarter.

DILUTED EPS

$(0.30)

Versus $(0.36) in the prior-year quarter.

ADJUSTED DILUTED EPS

$(0.11)

Versus $(0.15) in the prior-year quarter.

ADJUSTED EBITDA

$12.1M

Down 13% year-over-year and 44% sequentially.

FREE CASH FLOW

$8M

Brings year-to-date free cash flow to $36 million.

CORE NUTRITIONAL NET SALES

$171M

Down 3% year-over-year; 356,000 active customers.
Segment operating margin expanded to 4.1% from 1.2% a year ago.
Southeast Asia Pacific active customers grew 3% sequentially.

HIYA NET SALES

$32M

Up 2% year-over-year; 195,500 active monthly subscribers.
Subscribers up 18% sequentially; customer acquisition costs declined from the first half.

RISE WELLNESS NET SALES

$4M

Down 45% year-over-year; up 7% sequentially.
Prior-year quarter included a large club order that did not repeat.

Second quarter 2026 Adjusted EBITDA attributable to USANA has been corrected to $21.7 million from $27.8 million as previously reported; sequential comparisons reflect the corrected amount.
Net (loss) earnings, EPS and Adjusted EBITDA represent amounts attributable to USANA and exclude the 21.2% noncontrolling interest in Hiya. Adjusted EBITDA, Adjusted diluted EPS, and Free Cash Flow are non-GAAP measures.

Balance Sheet Strength

As of October 3, 2026

CASH AND EQUIVALENTS

$179M

Up from $158 million at year-end 2025.

TOTAL DEBT

None

The $14 million line of credit outstanding at year-end 2025 was repaid in full.

INVENTORIES

$93M

Down 13% from year-end 2025.

TOTAL ASSETS

$708M

STOCKHOLDERS' EQUITY

$527M

REPURCHASE AUTHORIZATION

$34M remaining

Debt-free and cash-generative

Financial flexibility remains central to how we are investing in USANA’s transformation to a diversified, omnichannel health and wellness company.

Capital Allocation Priorities

Internal investment

Organic growth — product, R&D, infrastructure, and partner support that compounds.

Acquisitions

Disciplined M&A in adjacent wellness categories (e.g., Hiya and Rise) that extend reach and accelerate growth.

Share repurchases

Return excess capital to shareholders when valuation creates accretive opportunities.

Appendix

Fiscal Year 2026 Guidance

Issued as of 11/3/2026.

	FY 2026 Outlook†
Core Nutritional net sales	**$740 million***
Hiya net sales	**$130 million**
Rise Wellness net sales	**$30 million**
Consolidated net sales	**Approaching $900 million**
Net (loss) earnings	**$(16) million**
Diluted EPS	**$(0.90)**
Adjusted diluted EPS	**$0.55**
Adjusted EBITDA	**$77 million**
Consolidated income taxes	**$33 million**
Diluted share count	**18.4 million**

**Reflects an expected favorable currency exchange rate impact of approximately $20 million, or 2% of net sales and one less week of operations compared to fiscal year 2025, which was a 53-week year.*
†Outlook assumes certain Rise Wellness retail orders ship in the fourth quarter. If some of these orders shift to the first quarter of 2027, 2026 results could fall short of the outlook, with the related net sales and earnings recognized in 2027 instead.

Income Statement

Consolidated Statements of Operations (unaudited) — in thousands, except per-share data.

	Three months ended	
	October 3, 2026	September 27, 2025
Net sales	$ 205,885	$ 213,670
Cost of sales	48,717	48,815
Gross profit	157,168	164,855
Operating expenses:		
Brand Partner incentives	71,890	77,684
Selling, general and administrative	86,726	85,947
Total operating expenses	158,616	163,631
(Loss) earnings from operations	(1,448)	1,224
Other income (expense):		
Interest income	645	578
Interest expense	(38)	(49)
Other, net	37	41
Other income (expense), net	644	570
(Loss) earnings before income taxes	(804)	1,794
Income taxes	6,086	8,456
Net (loss) earnings	(6,890)	(6,662)
Net (loss) earnings attributable to redeemable noncontrolling interest	(1,334)	(140)
Net (loss) earnings attributable to USANA	$ (5,556)	$ (6,522)
(Loss) earnings per common share attributable to USANA		
Basic	$ (0.30)	$ (0.36)
Diluted	$ (0.30)	$ (0.36)
Weighted average common shares outstanding		
Basic	18,498	18,293
Diluted	18,498	18,293

Balance Sheet

Consolidated Balance Sheets (unaudited) — in thousands.

	As of October 3, 2026	As of January 3, 2026
ASSETS		
Current assets		
Cash and cash equivalents	$ 178,915	$ 158,380
Trade accounts receivable (net of allowance of $96 and $137, respectively)	5,026	4,285
Inventories	84,082	102,608
Prepaid expenses and other current assets	22,219	23,132
Total current assets	290,242	288,405
Property and equipment, net	94,598	94,383
Goodwill	109,262	137,962
Intangible assets, net	120,411	133,151
Deferred tax assets	29,786	27,209
Other assets*	64,171	61,805
Total assets	$ 708,470	$ 742,915
LIABILITIES, REDEEMABLE NONCONTROLLING INTEREST, AND STOCKHOLDERS' EQUITY		
Current liabilities		
Accounts payable	$ 17,662	$ 17,263
Line of credit	—	14,000
Other current liabilities	94,592	97,302
Total current liabilities	112,254	128,565
Deferred tax liabilities	4,858	4,892
Other long-term liabilities	21,263	23,186
Redeemable noncontrolling interest	43,333	53,168
Total stockholders' equity attributable to USANA	526,762	533,104
Total liabilities, redeemable noncontrolling interest, and stockholders' equity	**$ 708,470**	**$ 742,915**

*Includes noncurrent inventories of $9,229 and $4,799 as of October 3, 2026 and January 3, 2026, respectively. Total inventories were $93,311 and $107,407 as of October 3, 2026 and January 3, 2026, respectively.

Key Financial Metrics

Sales, Brand Partners, and Preferred Customers by region (unaudited).

USANA Health Sciences, Inc.
Sales by Region
(in thousands)

	Quarter ended							
	October 3, 2026		September 27, 2025		Change from prior year	Percent change	Currency impact on sales	Percent change excluding currency impact
Core Nutritional:								
Asia Pacific								
Greater China	$ 93,882	45.6 %	$ 92,571	43.3 %	$ 1,311	1.4%	$ 4,109	(3.0%)
Southeast Asia Pacific	29,885	14.5 %	29,178	13.7 %	707	2.4%	138	2.0%
North Asia	14,221	6.9 %	17,690	8.3 %	(3,469)	(19.6%)	(246)	(18.2%)
Asia Pacific total	137,988	67.0 %	139,439	65.3 %	(1,451)	(1.0%)	4,001	(3.9%)
Americas and Europe	32,709	15.9 %	36,780	17.2 %	(4,071)	(11.1%)	203	(11.6%)
Core Nutritional total	170,697	82.9 %	176,219	82.5 %	(5,522)	(3.1%)	4,204	(5.5%)
Hiya	31,545	15.3 %	30,846	14.4 %	699	2.3%	—	2.3%
Rise	3,643	1.8 %	6,605	3.1 %	(2,962)	(44.8%)	—	(44.8%)
Consolidated total	$ 205,885	100.0 %	$ 213,670	100.0 %	$ (7,785)	(3.6%)	$ 4,204	(5.6%)

Core Nutritional Active Brand Partners by Region (1)

	As of October 3, 2026		As of September 27, 2025	
Asia Pacific				
Greater China	57,000	35.2 %	61,000	36.3 %
Southeast Asia Pacific	46,000	28.4 %	43,000	25.6 %
North Asia	23,000	14.2 %	27,000	16.1 %
Asia Pacific Total	126,000	77.8 %	131,000	78.0 %
Americas and Europe	36,000	22.2 %	37,000	22.0 %
	162,000	100.0 %	168,000	100.0 %

Core Nutritional Active Preferred Customers by Region (2)

	As of October 3, 2026		As of September 27, 2025	
Asia Pacific				
Greater China	135,000	69.6 %	149,000	67.7 %
Southeast Asia Pacific	15,000	7.7 %	18,000	8.2 %
North Asia	7,000	3.6 %	10,000	4.6 %
Asia Pacific Total	157,000	80.9 %	177,000	80.5 %
Americas and Europe	37,000	19.1 %	43,000	19.5 %
	194,000	100.0 %	220,000	100.0 %

(1) Brand Partners are independent distributors of our products who also purchase our products for their personal use. We only count as active those Brand Partners who have purchased from us any time during the most recent three-month period, either for personal use or resale.

(2) Preferred Customers purchase our products strictly for their personal use and are not permitted to resell or to distribute the products. We only count as active those Preferred Customers who have purchased from us any time during the most recent three-month period. China utilizes a Preferred Customer program that has been implemented specifically for that market.

Operating Results as a Percentage of Net Sales

Income statement detail expressed as % of net sales (unaudited).

	Quarter ended							
	October 3, 2026				September 27, 2025			
	Core Nutritional	Hiya	Rise	Consolidated	Core Nutritional	Hiya	Rise	Consolidated
Net sales	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Cost of sales	19.9%	33.9%	110.4%	23.7%	18.8%	35.6%	70.2%	22.8%
Gross profit	80.1%	66.1%	(10.4)%	76.3%	81.2%	64.4%	29.8%	77.2%
Operating expenses:								
Brand Partner incentives	42.1%	—%	—%	34.9%	44.1%	—%	—%	36.4%
Selling, general and administrative	33.9%	86.2%	46.0%	42.1%	35.9%	66.5%	32.5%	40.2%
Total operating expenses	76.0%	86.2%	46.0%	77.0%	80.0%	66.5%	32.5%	76.6%
(Loss) earnings from operations	4.1%	(20.1)%	(56.4)%	(0.7)%	1.2%	(2.1)%	(2.7)%	0.6%
Amortization of acquired intangible assets	—%	14.1%	1.6%	2.2%	0.1%	14.5%	3.2%	2.2%

Adjusted EBITDA Reconciliation

Net (Loss) Earnings (GAAP) to Adjusted EBITDA (non-GAAP) — in thousands (unaudited).

	Quarter ended	
	October 3, 2026	September 27, 2025
Net loss attributable to USANA (GAAP)	**$ (5,556)**	**$ (6,522)**
Net loss attributable to noncontrolling interest	(1,334)	(140)
Net loss	**$ (6,890)**	**$ (6,662)**
Adjustments:		
Income taxes	$ 6,086	$ 8,456
Interest (income) expense, net	(607)	(529)
Depreciation and amortization	5,212	5,112
Amortization of intangible assets - Hiya	4,455	4,455
Earnings before interest, taxes, depreciation, and amortization (EBITDA)	**$ 8,256**	**$ 10,832**
Add EBITDA adjustments:		
Non-cash share-based compensation	3,404	3,576
Transaction, integration and transition costs - Hiya	—	179
Adjusted EBITDA	11,660	14,587
Adjusted EBITDA attributable to noncontrolling interest	392	(803)
Adjusted EBITDA attributable to USANA	**$ 12,052**	**$ 13,784**

Diluted EPS Reconciliation

GAAP Diluted EPS to Adjusted Diluted EPS — in thousands, except per-share data (unaudited).

	Quarter ended	
	October 3, 2026	September 27, 2025
Net loss attributable to USANA (GAAP)	$ (5,556)	$ (6,522)
Loss per common share - Diluted	**$ (0.30)**	**$ (0.36)**
Weighted Average common shares outstanding - Diluted	18,498	18,293
Adjustment to net loss:		
Transaction, integration and transition costs - Hiya	$ —	$ 179
Amortization of intangible assets - Hiya	4,455	4,455
Adjustments to net loss attributable to noncontrolling interest	(942)	(942)
Adjusted net loss attributable to USANA	$ (2,043)	$ (2,830)
Adjusted loss per common share - Diluted	**$ (0.11)**	**$ (0.15)**
Weighted average common shares outstanding - Diluted	18,498	18,293

Free Cash Flow Reconciliation

Net Cash Provided by (Used in) Operating Activities (GAAP) to Free Cash Flow (non-GAAP) — in thousands (unaudited).

	Quarter ended		Nine months ended	
	October 3, 2026	September 27, 2025	October 3, 2026	September 27, 2025
Net cash provided by (used in) operating activities (GAAP)	$ 11,965	$ (1,961)	$ 45,043	$ 25,739
Less: Purchases of property and equipment	(3,522)	(3,198)	(9,322)	(11,028)
Free cash flow (non-GAAP)	**$ 8,443**	**$ (5,159)**	**$ 35,721**	**$ 14,711**