



# THE HEALTHIEST FAMILY ON EARTH

PEOPLE | PLANET | PRODUCTS



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## About this Report

We provide a high-level view of how USANA operates and manages its sustainability priorities and other issues important to our business and stakeholders within and outside of our company.

This report describes our progress for the 2023 fiscal year ending December 30, 2023. Content is based on sustainability issues deemed important through our comprehensive stakeholder assessment. All worldwide business operations are in scope of our governance, management approach, and performance disclosures. Financial figures are in U.S. dollars, unless otherwise stated.

In preparing this report, we have increased our alignment with relevant reporting frameworks including the Sustainable Accounting Standards Board (SASB) Standards and the United Nations Sustainable Development Goals (SDGs).

Throughout this report, we guide readers to additional information on our website. We value and welcome feedback from all stakeholders. Please send comments or questions about this report to: [sustainability@USANAinc.com](mailto:sustainability@USANAinc.com).

# Letter from the President and CEO

We're excited to report on the progress we've made in sustainability as we continue to prioritize responsible business practices that drive positive change and make a meaningful impact on our planet and communities.



## 84%

**Employee engagement\***

\*Engagement is based on responses to questions from Gallup's [Employee Engagement Survey](#)

USANA's commitment to sustainability extends far beyond simply doing good—it is intricately woven into our strategy for long-term success. Sustainability is not just a box to check; it is a strategic imperative that drives innovation, resilience, and value creation across our business. By addressing crucial social, environmental, and governance issues, we not only fulfill our corporate responsibility but also bolster our competitive advantage in an ever-evolving marketplace. As stakeholders—investors, Associates, and employees alike—your dedication to our sustainability efforts ensures that we not only thrive in the present but also pave the way for a resilient future.

### PEOPLE

Over the past year, we've made deliberate strides in our commitment to sustainability, particularly in our focus

## 30.7M+

**Provided more than 30.7 million meals to people in need through the USANA Foundation**

on people-centric initiatives. We are proud to report that 84% of our employees are actively engaged, reflecting a positive and motivated workforce that is instrumental in driving our sustainable practices. This high level of engagement both fosters a vibrant workplace culture and strengthens our collective dedication to creating a positive impact in the world. We've been recognized by *Newsweek Magazine*—who named USANA as one of America's Greatest Workplaces for Diversity, and included us in their prestigious list of Most Responsible Companies. These accolades validate our ongoing commitment to cultivating an inclusive workplace and serving our communities through ethical business practices.

We continue to invest in our employees' physical and mental well-being, recognizing that a healthy workforce is essential for both

## Visionary

**Rocky Mountain Power Blue Sky Partner Program**

personal and professional growth. This commitment extends beyond the workplace as we actively support organizations around the world through donations, volunteering initiatives, and our innovative Garden Tower program, which contributes to sustainable agriculture and community development. We've also focused on fostering a sense of belonging within USANA by developing and supporting employee resource groups. These serve as platforms for collaboration, networking, and mentorship, further enhancing the overall employee experience. As we progress on our sustainability journey, our dedication to people remains at the forefront, driving positive change within the company and beyond.



## PLANET

Building upon our commitment to environmental stewardship, we are proud to announce that for the third consecutive year, we have successfully reduced our Scope 1 and 2 emissions, marking a continued effort to minimize our carbon footprint. This achievement not only aligns with our dedication to doing what's right for the world, but it also showcases the integration of sustainable practices within our daily operations.

Another noteworthy accomplishment in 2023 is the enhancement of our waste management initiatives, resulting in a commendable 10% year-over-year improvement in waste diversion. This advance underscores our commitment to responsible waste reduction, recycling, and associated environmental impacts.

Moreover, our water conservation efforts have yielded impressive results, with the preservation of over 34 million gallons since our baseline year. As we implement innovative water-saving technologies and conservation strategies, we actively address the local water scarcity challenge at our Home Office in Utah. This achievement highlights our sustainable resource management as well as the positive impact corporate responsibility can have on broader environmental issues. As we strive for a more sustainable future, we remain steadfast in our commitment to reduce the ecological footprint of our products. Ongoing efforts to optimize packaging materials and practices help minimize USANA's environmental impact.

## PRODUCTS

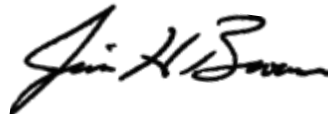
Several prestigious product awards highlight our commitment to high-quality, top-ranked, science-based products. They reflect the dedication of our research and development teams and position USANA as a leader in the health and wellness industry.

Launching new, science-based products across various product lines marked a proactive response to evolving consumer needs. This expansion keeps us at the forefront of scientific advancements and provides a diverse range of solutions tailored to our customers' unique health and wellness goals.

Strategic changes to our product development processes and teams in 2023 have also positioned USANA for increased innovation, agility, and efficiency. These enhancements are designed to ensure that we can quickly respond to customer needs and market trends, delivering impactful products with a heightened focus on customer satisfaction. Through these initiatives, we continue our dedication to continuous innovation among the dynamic health and wellness landscape.

We take immense pride in the strides made on our sustainability journey at USANA, recognizing the collective efforts that propel us.

Sincerely,



**Jim Brown**  
President and CEO



*"We are committed to making a difference, not just in the markets in which we operate, but around the world."*



# 2023 Highlights

## PEOPLE

25%

Of employees have completed our career mentorship program.

49%

Of people in leadership positions are women

84%

Employee engagement based on global survey of employees

30.7M

Meals provided through the USANA Foundation

100

Number of charitable organizations that USANA employees supported in 2023

## PLANET

53%

Of energy use<sup>1</sup> at our Salt Lake City campus was from solar arrays and the purchase of renewable energy certificates

4%

Reduction in greenhouse gas emissions at USANA global HQ

65%

Of operational waste diverted away from landfills

The equivalent of over

800,000

Bottles saved from landfills to date

Incorporated

How2Recycle

Smart labeling system onto Nutritionals packaging in qualified markets

## PRODUCTS

Clinically significant and favorable results published for

Active Nutrition Jumpstart

\$11.4M

Invested in research & development

10

Product-related awards won

100%

Of required employees received current good manufacturing practices training

<sup>1</sup> Excluding natural gas.

# About USANA

We are committed to improving the overall health and nutrition of individuals around the world to create the healthiest family on earth.

## In this Section:

- The Healthiest Family on Earth
- Across the Globe
- Our Products
- How We Operate
- Our Approach to Sustainability
- Supporting UN Sustainable Development Goals
- Stakeholder Engagement





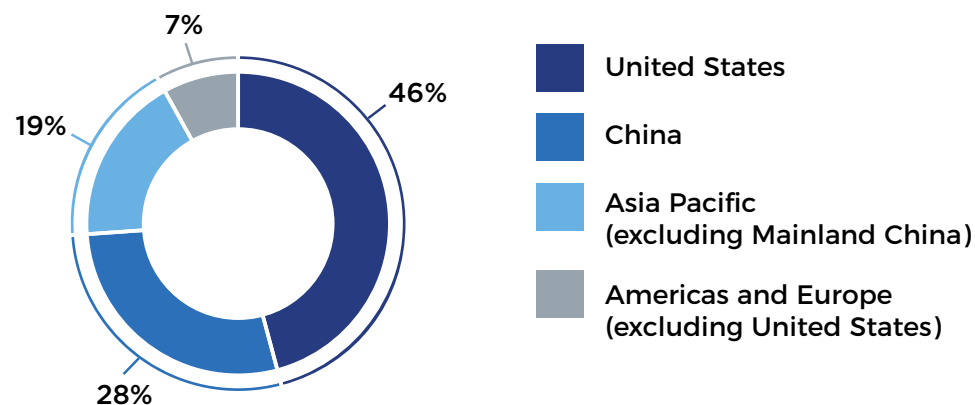
# The Healthiest Family on Earth

USANA creates high-quality nutritional products built on a simple idea: If you feed the cells in your body exactly what they need, your health will benefit. This concept fuels our endless drive to innovate and advance the science of nutrition—hopefully putting the goal of improved health within reach for all.

## Our business is driven by our four core values:

- **Excellence:** We rely on scientific research to provide innovative, healthy-living solutions, and we empower all individuals to continually improve each day.
- **Community:** We support, care for, and encourage one another—and the world—to live happier, healthier lives.
- **Integrity:** We demonstrate honesty, responsibility, and accountability through our individual actions and corporate decision-making.
- **Health:** We cultivate a holistic view of wellness that supports a healthy body and a strong mind.

## Employees by Geography



## Financial Performance (In millions, except for per share data)

USANA's debt-free status provides a solid foundation for our long-term financial sustainability by minimizing financial risk, enhancing our ability to invest in growth opportunities, and ensuring greater flexibility in navigating economic fluctuations.

	FY2023	FY2022	FY2021
Net sales	\$921	\$999	\$1,186
Operating margin	10.1%	10.8%	14.3%
EPS—Diluted	\$3.30	\$3.59	\$5.73
Shares—Diluted	19.3	19.3	20.3

# Across the Globe

(December 31, 2023)

Australia  
Belgium  
Canada  
China  
Colombia  
France  
Germany  
Hong Kong  
Indonesia  
India  
Italy  
Japan  
Malaysia  
Mexico  
Netherlands  
New Zealand  
Philippines  
Romania  
Singapore  
South Korea  
Spain  
Taiwan  
Thailand  
United Kingdom  
United States

Headquarters:  
Salt Lake City, Utah, United States  
Founded: 1992  
NYSE: USNA



## 25

Markets (global presence)

## 1,837

Employees worldwide

## 67%

Products manufactured in-house

## \$11.4M

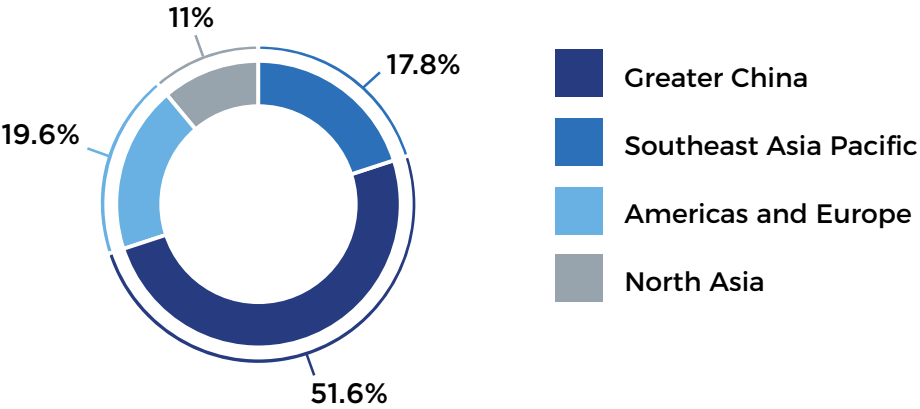
Research and development investment



# Our Products

We develop and manufacture high-quality nutritional supplements, healthy foods, and personal care products sold in 25 markets.

2023 Net Sales by Region



Product Line/Category	USANA® Nutritionals	Personal & Skin Care	USANA Foods
Description	Supplements designed to meet individual health and nutritional needs, such as cardiovascular health, skeletal/structural health, and digestive health.	Science-based personal care products and Celavive, our innovative skincare system formulated with our USANA InCelligence Technology.	Energy and hydration, digestive health, and weight-management products to fuel your daily, mindful approach to personal health.
Net sales¹	87%	5%	7%



¹ The remaining 1% falls into an “all other” category.

# How We Operate

## Product Development

Science-based innovation has been a cornerstone of USANA since its founding.

We focus our R&D efforts on developing and marketing high-quality, science-based products that promote long-term health. Our scientific staff includes experts on human nutrition, cellular biology, biochemistry, genetics, the microbiome, natural product chemistry, and clinical research.

To further substantiate product efficacy, USANA commissions studies carried out by independent researchers. Our in-house research team has maintained relationships with scientists at a number of universities and research institutes, including the University of Washington, the University of Utah, the University of California Davis, Roseman University of Health Sciences, University of Memphis, Beijing University of Chinese Medicine (China), Peking University (China), Central Queensland University (Australia), University of Ghent (Belgium), and other academic institutions globally. Working with these partners, USANA selects products at all stages of development for pre-clinical and clinical studies.

## Manufacturing

We conduct manufacturing, production, and quality control for approximately 67% of our products in our own facilities. We have a manufacturing and quality control facility in Salt Lake City, Utah. BabyCare, Ltd., our Chinese subsidiary, manufactures and produces a significant portion of its products in-house and maintains manufacturing and quality control facilities in Beijing and Tianjin, China.

We contract with third-party suppliers and manufacturers to produce 33% of our products. They produce and in most cases package USANA products according to formulations developed by or in conjunction with our product development team. We hold them to our own high manufacturing and quality control standards, and they are regularly audited by our quality team.

## Our Customers

USANA has three primary customer types: Associates, Preferred Customers, and Affiliates. Associates are independent distributors who consume the products themselves and sell them to others. Preferred Customers purchase products solely for personal use. Affiliates allow us to expand our customer base and give more people access to our products.

These individuals or businesses promote and sell USANA products through their own channels, like social media, blogs, or websites. By diversifying the types of people who share our products, USANA is able to meet the needs of a wider range of customers and provide more value to its network of Associates, Preferred Customers, and Affiliates.

## Operating Strengths

Our principal objective is to improve the overall health and nutrition of individuals and families around the world. We do this through developing and manufacturing high-quality, science-based nutritional, personal care, and skincare products that promote long-term health, and providing a global direct selling opportunity for our Associates who desire to distribute our products and earn supplemental income. Our strategy is to capitalize on our operating strengths, which include (i) a strong R&D program; (ii) significant in-house manufacturing capability; (iii) high-quality science-based products; (iv) an equitable Associate Compensation Plan; (v) a scalable business; and (vi) an experienced management team.

**In 2023, USANA was named a top revenue-generating direct sales company at 15th place on Direct Selling News' Global 100 list.**

## Our Growth Strategy

- Increasing in-person and digital engagement with our Associates around the world;
- Implementing and executing market-specific promotional and incentive strategies;
- Advancing our digital commerce initiatives to support our business;
- Introducing new products while continuing to pursue product development and leveraging our foods manufacturing facility;
- Focusing on our China market and their customer base;
- Pursuing growth in India and evaluating further international expansion; and
- Advancing our business development strategy by evaluating new acquisition opportunities and growing the two companies we acquired in 2022.



# Our Approach to Sustainability

Health and sustainability are related concepts, both speaking to resilience and longevity. In recognizing this, USANA applies its vision and values not only to improving the health of its families and communities, but to ensuring the sustainability of its business as well.

## Identifying Our Sustainability Priorities

To help identify its sustainability priorities, USANA conducted a stakeholder assessment in late 2020 and early 2021. It involved a comprehensive analysis of the company's operations, products, and services, and sought input from key stakeholders to identify the most significant sustainability issues facing the company.

Through this assessment, USANA identified its Tier One and Tier Two sustainability

priorities, which it has been working to address ever since.

To focus on the most important sustainability issues, USANA conducted a survey of internal and external audiences in 2022. It gathered feedback on our sustainability priorities and identified any emerging sustainability issues to address. The results of the survey showed that USANA's Tier One and Tier Two

sustainability priorities are still the most important issues to its stakeholders. This feedback has helped to guide USANA's sustainability strategy and initiatives, to ensure that we address the issues that matter most to stakeholders and make progress towards a more sustainable future.

93%

Of external stakeholders surveyed as part of our stakeholder assessment believe USANA has an above-average commitment to sustainability compared to its peers



## Our Sustainability Priorities

Strategic Pillars	Tier One Topics	Tier Two Topics
Products	<ul style="list-style-type: none"><li>• Product quality and safety</li><li>• Responsible sourcing</li><li>• Health and nutrition</li></ul>	<ul style="list-style-type: none"><li>• Affordable and accessible products</li></ul>
People	<ul style="list-style-type: none"><li>• Talent management and development</li><li>• Employee health, safety, and well-being</li><li>• Diversity, equity, and inclusion</li></ul>	<ul style="list-style-type: none"><li>• Human rights</li></ul>
Planet	<ul style="list-style-type: none"><li>• Sustainable packaging</li><li>• Waste management</li><li>• Greenhouse gas management</li></ul>	<ul style="list-style-type: none"><li>• Biodiversity and environmental conservation</li><li>• Energy management</li><li>• Water management</li></ul>
Strong Governance and Ethical Business Practices		

# Supporting UN Sustainable Development Goals

As a global company focused on improving health, USANA recognizes the powerful role we play in not only supporting, but also contributing to achieving the United Nations Sustainable Development Goals (SDGs). Through core business and investments from the USANA Foundation, we believe we can contribute in the most meaningful way to the following goals.



## SDG 2: No Hunger

**SDG Target 2.1:** By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious, and sufficient food all year round.

Through the USANA Foundation, we work to provide secure and safe food sources to at-risk children, raise public awareness surrounding food insecurity, and generate resources and revenue through local campaigns and volunteer opportunities. Read more on [pages 24-25](#).



## SDG 3: Good Health and Well-being

**SDG Target 3.4:** By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

Good health and well-being are the essence of USANA's vision to create the healthiest family on earth. We support this goal through our high-quality nutritional products, philanthropic initiatives, and efforts to support the health, wellness, and safety of our employees globally. Read more on [pages 24-25](#).



## SDG 5: Gender Equality

**SDG Target 5.5:** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.

We strive to create an environment where everyone feels welcome and is given an equal opportunity to achieve their full potential. USANA is also focused on increasing women in senior leadership roles through networking opportunities, training, and personal development, and is a signatory to the Corporate ParityPledge®. Read more on [page 22](#).



## SDG 8: Decent Work and Economic Growth

**SDG Target 8.5:** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

We provide the opportunity for our Associates to participate in meaningful and rewarding work that can help them provide for their personal and family needs. Associates have the option to start their own USANA business, sell our products (full- or part-time), and earn supplemental income to help shape their future. Read more on [page 17](#).



## SDG 12: Responsible Consumption and Production

**SDG Target 12.2:** By 2030, achieve the sustainable management and efficient use of natural resources.

**SDG Target 12.5:** By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse.

**SDG Target 12.6:** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

We eagerly accept the duties of environmental stewardship, sustainable packaging, and responsible sourcing. Our focus is to make sustainability-minded decisions in every area of business, from selecting raw materials, to our shipping practices, to inner-office conservation and beyond. Read more on [pages 27-30](#).



## SDG 13: Climate Action

**SDG Target 13.3:** Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.

We are participating in partnerships to drive climate action and reduce our own footprint through organizations including the Utah Sustainable Business Coalition, an EPA Green Power Partner. Read more on [page 29](#).



## SDG 17: Partnerships for the Goals

**SDG Target 17.16:** Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology, and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.

Much of what USANA accomplishes is through partnerships. We remain committed to uniting with diverse stakeholders to tackle significant challenges from environmental issues to global food relief. Read more on [page 25](#).



# Stakeholder Engagement

USANA is committed to continuous engagement with stakeholders as we implement our sustainability strategy.



## Stakeholder Summary Table

Stakeholder Type	How We Engage
Trade associations and non-governmental organizations	<ul style="list-style-type: none"><li>Memberships in public/private partnerships</li><li>Participation in consortiums and working groups related to the direct selling sector</li><li>Ongoing participation in industry meetings and conferences</li></ul>
Local partners and suppliers	<ul style="list-style-type: none"><li>Ongoing participation through meetings, conferences, and seminars</li><li>Oversee daily operations, including site visits and inspections</li><li>Phone calls, emails, and meetings to address questions, issues, and concerns</li><li>Meetings to review and/or negotiate contracts and/or requirements</li></ul>
Local communities and organizations	<ul style="list-style-type: none"><li>Partnerships with local schools to provide professional development</li><li>Engaging community leaders and organizations</li><li>Monetary and food donations to specific charities, schools, and other groups</li><li>Health and wellness education for at-risk groups</li></ul>
Employees	<ul style="list-style-type: none"><li>Organization-wide town halls with senior leadership</li><li>Frequent communication through internal website and emails</li><li>Educational and shared experience articles on company intranet</li><li>Training and workshops</li><li>Recognition, awards, and contests</li><li>Employee surveys</li><li>New employee orientations</li></ul>
Government and regulators	<ul style="list-style-type: none"><li>Meetings, website, correspondence, and/or phone calls related to legislation, proposed legislation, and regulatory compliance</li><li>Overall education on USANA and its business</li><li>Formal submission of regulatory filings and/or responses to requests for information</li><li>Operational site visits</li></ul>
Investors	<ul style="list-style-type: none"><li>Broad outreach meetings with institutional investors and research analysts</li><li>Annual and quarterly meetings, phone calls, and/or emails for questions</li><li>Annual Shareholder Meeting</li><li>Reports such as our Earnings Press Releases, Management Commentary Results and Outlook document, and Annual/Quarterly Reports</li></ul>
Customers	<ul style="list-style-type: none"><li>Direct email and SMS messaging</li><li>Websites, blogs, social media platforms, and press releases</li><li>Direct communication with customer service representatives</li></ul>



# People

Our vision of creating the healthiest family on earth starts with our employees, Associates, and customers.

## In this Section:

- Supporting Our Employees
- Investing in Employee Health, Safety, and Well-Being
- Developing Highly Talented Employees
- Fostering a Workplace Grounded in Diversity, Equity, and Inclusion
- Advancing Women Leaders
- Supporting Communities

More than

**30.7M**

Meals provided  
through the USANA  
Foundation

**49%**

Of people in  
leadership positions  
are women





# Supporting Our Employees

USANA's Chief People Officer is responsible for our human capital management priorities and oversight of the company's compliance with all the related policies, codes, regulations, and reporting procedures. Employee feedback is important in informing our workplace policies. We collect employee feedback through our annual global employee engagement survey. Results from our 2023 survey are included throughout this section.

Focus Area	Ambition	How We Will Pursue	2023 Progress
Employee Health, Safety, and Well-being	<ul style="list-style-type: none"> <li>Strive to help our employees achieve physical, mental, and emotional health and well-being</li> <li>Achieve 90% employee satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Provide generous benefits and compensation to employees globally, as well as a flexible and caring environment</li> <li>Invest in employee workplace health and safety</li> </ul>	<ul style="list-style-type: none"> <li>USANA was named to Best Places to Work by <b>Direct Selling News®</b></li> <li>52% of eligible employees received care through our on-site clinic</li> <li>Achieved 84% employee engagement based on global survey of employees</li> </ul>
Talent Management and Development	<ul style="list-style-type: none"> <li>Enhance opportunities for internal mobility and collaboration, and provide employees and Associates with tools they need to build a meaningful career</li> </ul>	<ul style="list-style-type: none"> <li>Invest in technology, learning, and development</li> </ul>	<ul style="list-style-type: none"> <li>Invested 13,058 hours in annual employee development</li> <li>Invested ~\$113K in tuition for employees</li> <li>Over 25% of employees have benefited from the USANA Mentorship Program</li> </ul>
Diversity, Equity, and Inclusion	<ul style="list-style-type: none"> <li>Support a globally inclusive community</li> <li>Achieve 2,500 volunteer hours by employees and their families in 2023</li> </ul>	<ul style="list-style-type: none"> <li>Create opportunities that increase education and awareness, foster career and leadership development skills, and engage with communities where we operate</li> </ul>	<ul style="list-style-type: none"> <li>Launched formal employee resource groups</li> <li>Named one of <i>Newsweek Magazine's</i> Greatest Workplaces for Diversity</li> <li>Supported over 100 organizations worldwide through employee volunteers</li> <li>Increased women in leadership positions by 13% since 2017</li> </ul>
Community Engagement	<ul style="list-style-type: none"> <li>Increase the health and wellness of the communities in which we operate</li> </ul>	<ul style="list-style-type: none"> <li>Provide food to at-risk children through the USANA Foundation</li> <li>Invest in initiatives that strive to address hunger and nutrition through non-profit partners</li> </ul>	<ul style="list-style-type: none"> <li>Provided 30.7 million meals through the USANA Foundation</li> <li>Donated 8,208 units of products</li> <li>Funded 24,312 Garden Towers</li> <li>USANA Associates and employees combined to complete over 8,150 hours of service</li> </ul>

## Global Employee Turnover

Turnover Rate <sup>1</sup>	2023	2022	2021
Employee turnover rate (total)	11.9%	13.4%	14.3%
Employee turnover rate (voluntary)	8.6%	10.9%	11.8%

<sup>1</sup> We did not have any large-scale restructuring in 2023.



# Best Place to Work

In 2023, USANA was named to Best Places to Work by *Direct Selling News*® for the sixth time. The award is judged based on overall anonymous survey results from U.S.-based employees.





# Investing in Employee Health, Safety, and Well-Being

From generous compensation programs to progressive benefits and wellness programs, USANA supports the health and well-being of our employees and their families.

## Supporting Financial Health

USANA offers generous compensation to employees based on local market salary data, as well as profit sharing and annual merit increases.

The Company provides a matching contribution equal to 100% of the first one percent of a participant's compensation that is contributed as an elective deferral by the participant, and 50% of elective deferrals between 1% and 6% of the participant's compensation. Outside the United States, USANA supports employees through various defined contribution plans. Select employees also receive equity-based compensation.

Supporting employees' financial health is a crucial aspect of promoting their overall well-being and productivity. One effective

way we do this is by providing access to activities such as webinars and workshops that focus on financial literacy and planning. By partnering with relevant organizations, employees have the opportunity to learn about topics such as budgeting, saving for retirement, managing debt, etc. These resources can help employees better understand their finances, make informed decisions, and reduce financial stress. We know that by investing in the financial health of our employees, we can also increase job satisfaction and retention rates, leading to a more productive and engaged workforce.

## Supporting Total Employee Wellness

USANA offers medical, dental, and vision insurance to all full-time, part-time, salaried, and hourly U.S. employees as of their date of hire.

USANAcare is our on-site medical and mental health clinic at our Salt Lake City campus, available for all employees and their dependents. This state-of-the-art clinic is staffed by a full-time nurse practitioner and mental health counselor and offers

access to biometric services, physical exams, and mental health services. In 2023, 52% of eligible employees received care through the clinic. In addition, USANA offers a range of on-site health screenings each year, including breast cancer screening, bone density testing, and access to a mobile dental unit.

We continue to focus on the mental health of our employees through a webinar series available to employees globally that covered topics such as anxiety, stress and depression, fighting addiction, and increasing personal happiness. We also continued to provide mental health assistance to employees in Asia Pacific, where we have the second largest number of employees.

USANA's home office features a top-of-the-line gym equipped with cardio and weight machines, free weights, a full-size basketball court, locker rooms, and showers. Employees can participate in fitness classes—yoga, Zumba, CrossFit, and more—led by certified instructors, along with a variety of on-site wellness courses such as stress management, mental health, and prevention of chronic conditions like diabetes.

USANA Wellness also offers an incentive program known as A Healthier U to all employees worldwide. Through the program, employees receive incentives redeemable for gift cards up to \$200 a year when they participate in health screenings and reach fitness milestones. The program also supports holistic health by incentivizing mental, financial, and community health activities.

To support their nutrition needs, all employees worldwide receive monthly allowances for USANA products.

## Employee highlight

We offered mental health presentations on various topics, including suicide prevention and trauma, as well as physical health activities such as group workouts, tournaments, and nutrition sessions.

**USANAcare  
utilization  
increased to 52%**

## Employee Safety Data

	2023	2022	2021
Total recordable incidents	6	4	5
Total recordable incident rate	0.10	0.40	0.55
Lost time incidents	4	4	4
Lost time incident rate	0.07	0.40	0.44
Employee fatalities	0	0	0
Contractor fatalities	0	0	0



## Supporting Life Outside Work

USANA strives for a culture that supports flexibility by providing employees with tools and opportunities to bring balance to their lives. This includes, in certain instances, compressed workweeks, job share, and part-time schedules.

USANA offers up to 12 weeks of paid parental leave for primary caregivers and six weeks of paid leave for secondary caregivers that can be used within the first 12 months of bringing a baby into the family through childbirth or adoption. Employees are offered major holidays off in addition to 6 floating holidays that can be used at the employee's discretion. The company also provides 16 hours of paid family time to enable employees to attend to family responsibilities. Furthermore, USANA employees accrue sick and vacation time based on their tenure, allowing them to take time off when they need it while still being compensated. When it comes to childcare costs, we want to provide the USANA family with different ways to save. Employees are automatically enrolled in Care.com (and LifeMart) where they can search through an online community to find the assistance they need. We also offer a dependent care FSA match. For every \$1 employees contribute, USANA will match \$.50 up to \$750/year. This money can be used for daycare, pre-K, summer day camps, or before or after school programs.

## Employee Safety: Striving for Zero

Our goal is an accident-free workplace. We are committed to maintaining a safe and healthy work environment free of hazards.

Health and safety are overseen by a dedicated safety manager who reports to our Vice President of Operations. Through ongoing education and training, we strive to maintain a robust safety culture for all employees and seek to eliminate work-related injuries, illnesses, and unplanned events through comprehensive safety programs.

Our safety policies are based on the Occupational Safety and Health Administration (OSHA) and Utah Occupational Safety and Health standards. All employees undergo annual safety training and supervisors in our manufacturing and research operations conduct weekly safety "Toolbox Talks." We track all injuries, near-misses, and close calls in an online safety tracking system. Frequent year-round inspections and audits are conducted to ensure compliance and identify areas to improve our existing safety practices.

In addition, we have a strict policy that no employee is required to do work he or she feels is unsafe or is in violation of federal, state, or company regulations. Before operating equipment for the first time, employees must have the proper training, knowledge, and approval from their supervisor. If employees' work assignments involve the use of harmful materials, an area supervisor will provide them with specific training and access to company safety data sheet(s).

We also have detailed emergency response processes and procedures in place in the case of natural disasters, fire, and workplace violence, including our Workplace Violence Prevention Policy.



# Developing Highly Talented Employees

We help employees at every level build and strengthen their skills to meet the changing needs of our business, as well as advance into new roles.

USANA strongly emphasizes employee career development with a deliberate focus to align compatibility, capability, and opportunity. To enhance skills and knowledge that benefit an employee's chosen career path, USANA encourages them to partake in a variety of activities to explore specific positions within the organization.

Quarterly Lunch & Learns provide in-depth discussions about various roles, job shadowing offers hands-on experience with different roles, and 1:1 professional interviews enable employees to glean insights from those already established in their desired careers. Programs like Enlightened Bite (sponsored by Women in Leadership) offer unique opportunities to engage in small-group discussions with executives, fostering valuable connections and a deeper understanding of specific career paths. Volunteering opportunities also provide a means to give back to the community.

For personal assessment, USANA offers the StrengthsFinder and DISC assessments through HR, empowering employees to recognize and harness their natural talents.

For capability development, LinkedIn Learning Pathways allows employees to create custom career goals and receive tailored content recommendations. The USANaship Program provides one-on-one guidance from leaders and experts.

## 83%

**Of USANA employees say they have one of the best supervisors they have ever had<sup>1</sup>**

Courses such as Candid Communications, Leadership HealthPak, and the opportunity for tuition reimbursement (market-dependent) enhance an employee's skills. And the USANA Audible Account, offering over 100 free titles, and participation in Toastmasters (U.S. only), further enrich the learning journey.

Identifying opportunities is critical for professional development. Employees can network through wellness classes, the mentorship program, and participation in USANA Resource Groups. Low-risk opportunities allow employees to work with their managers to develop leadership skills and partake in projects that delve into areas of interest and foster cross-department collaboration, providing a multifaceted approach to nurturing employee success.



## 87%

**Of USANA employees believe their supervisor, or someone at work, cares about them as a person<sup>1</sup>**

<sup>1</sup> Based on results of a confidential global survey of USANA employees in 2023.

# Fostering a Workplace Grounded in Diversity, Equity, and Inclusion

At USANA, we understand that diverse ideas, perspectives, and backgrounds are critical to innovative product development, a positive customer experience, market growth, and our relevancy as a science-based company.

## Our Aspirations

- Create an environment where everyone feels welcome and is given an equal opportunity to achieve their full potential
- In each market where we operate, strive for our workforce to reflect the ethnic makeup of that community through recruitment, development, and retention strategies
- Help build a more just and equitable society in our local communities

## Our Approach

Our cross-functional Diversity, Equity, and Inclusion (DEI) Council is responsible for advancing our DEI goals in three areas:

- Raising awareness of the unique diversity within our organization and policies in place to support an inclusive culture
- Strengthening career development opportunities for historically underserved communities
- Increasing engagement in our communities through philanthropy and employee volunteerism

The Council advises senior management on the progress of the company's DEI goals and programs quarterly. Our Chief People Officer and our Executive Vice President of Communications serve as Council sponsors.

## Our Policy Supporting Equal Opportunity Employment

USANA is an equal opportunity employer. We provide applicants equal opportunity for employment without regard to sex, race, color, national origin, religion, age, disability, veteran or current military status, sexual orientation, gender identity, or any other status or characteristic protected by applicable law.

## Our Policy Prohibiting Discrimination, Harassment & Retaliation

The company is committed to provide a pleasant and professional work environment, one where all individuals are treated with respect and dignity, free from discrimination, intimidation, harassment, hostility, or other offensive conduct that might interfere with work performance. The company prohibits employees from engaging in any kind of harassment, including harassment based on sex, race, color, national origin, religion, age, disability, veteran or current military status, sexual orientation, gender identity, or any other status or characteristic protected by applicable law. Harassment of any form, including written, verbal, physical, or visual harassment, of co-workers, customers, vendors, or others by an employee will not be tolerated by the company. The company considers violation of this policy a serious offense that will lead to discipline, up to and including termination.



### What Our Employees Say

# 90%

**Of USANA employees believe their supervisor makes them feel safe, valued, and included regardless of age, race, color, religion, gender, national origin, sexual orientation, or any other non-job related factor<sup>1</sup>**

<sup>1</sup> Based on results of confidential global survey of USANA employees in 2023.



### 2023 DEI Highlights

- Number of women in leadership positions increased by 13% since baseline year 2017
- Launched a Donate & Share program that allows employees to contribute and acquire baby/kid items and books, fostering community, sustainability, and resourceful collaboration within the organization
- USANA employees supported over 100 organizations through volunteerism
- Formally launched several employee resource groups aimed at fostering an environment of inclusion. There are groups aimed at supporting the LGBTQ+ community, parents, professional women, and many more.

The USANA volunteer team dedicated their time to impactful initiatives in 2023, including preparing meals for the homeless, feeding families of children with cancer, supporting veterans, and providing essential resources to elder Natives in nearby reservations.



Members of the USANA Volunteer Team supported Adopt-A-Native-Elder. A.N.E. helps reduce extreme poverty and hardship facing traditional Elders living on the Navajo Reservation. A.N.E. is a trusted humanitarian organization focused on delivering food, medical supplies, firewood, and other forms of support. They honor and serve while respecting the tradition and dignity of Navajo Elders.



"USANA's DEI Council supports and advocates for things we should be proud of, like providing resource groups and volunteer opportunities to connect with one another. It has allowed us to think bigger, receive feedback from our peers, and support our communities."

— Allie Henderson  
DEI Council Chair

# Advancing Women Leaders

## Women in Leadership Institute ElevateHER Challenge

As a participant in the ElevateHER™ Challenge by the Women in Leadership Institute, USANA is taking an important step towards promoting gender equality and creating a more inclusive workplace. By focusing on increasing the percentage of women in leadership positions, we provide women with opportunities to advance their careers and ensure that the organization benefits from diverse perspectives and experiences. Through targeted recruitment and promotion strategies, as well as leadership development programs and mentorship opportunities, we can help break down barriers and create a more level playing field for women in our organization.

Retaining talented and skilled employees is essential for organizational success, and losing valuable women employees can be costly in terms of recruitment, training, and productivity. By offering flexible work arrangements, fair and equal pay, and opportunities for career growth and development, we help create a work environment that supports women and enables them to thrive.

Increasing the number of women on the board of directors is another important goal of the ElevateHER Challenge that we champion. By expanding our search criteria and offering board training and development programs specifically for women, we help ensure that the company benefits from the full range of talent and expertise available in the workforce. Through these efforts, you can create a more inclusive and equitable

workplace that values diversity, promotes excellence, and benefits everyone.

## The Corporate ParityPledge for Women

We demonstrated our commitment to diversity and gender equality by signing the Corporate ParityPledge®. By joining this initiative, we have pledged to interview and consider at least one qualified woman for every open Executive Director, Vice President, C-Suite, and Board position. This reflects our commitment to fairness, inclusion, and equal opportunity for all. By ensuring that a diverse range of candidates are considered for leadership positions, we are not only strengthening our business, but also creating a more equitable and just workplace culture.

## Women in Leadership Development Series

Our Women in Leadership initiative is active in the United States, Canada, Mexico, Colombia, and our European markets. The program includes networking opportunities, training, and personal development. We also continued to offer professional coaching opportunities to our female leaders, as well as scholarships for external leadership certificate programs. Since 2017, the number of women in leadership positions, defined as any leader with a direct report, has increased 13%.

**"The Women in Leadership Career Development Series greatly impacted my professional leadership journey.** The tools and takeaways increased my skills in team engagement, working with and managing a wide range of personalities, and taking time for self-reflection and growth. High-level speakers from several industries shared their expertise, fostered conversation,

and encouraged new perspectives. We focused on strategy, mentorship, and advocating in negotiation—which comes up in both my professional and personal life.

"Taking this cohort was an efficient and effective way to grow. This diverse group of women was a community I wanted to engage with and learn from. We took personality tests and reviewed leadership books, and I learned how to work better with those around me. As a new mom, one of the most inspirational sessions was with three Utah Supreme Court Justices, who shared about being young lawyers who soon became mothers, and how they became Supreme Court Justices. It's important to have supportive, understanding, and flexible managers, mentors, and leaders in your life. All of this can foster success. I highly recommend applying for the scholarship to attend this cohort or any of the cohorts WLI has to offer!"

—Melissa Whalen

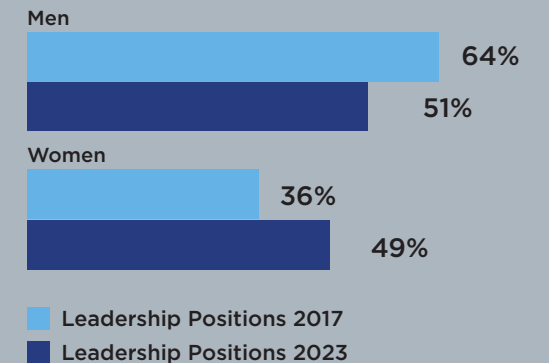
## Supporting the Development of Female Entrepreneurs

Throughout the markets where we operate, USANA proudly supports our Associates in building their own businesses and brighter futures. In fact, approximately 70% of our Associates are women.

We recognize women are the major decision-makers and consumers in their households. This empowers their business success, and we strive to support them in their growth and development.

## Recognized as 1 of 100 companies championing women by Inspire In Utah

### Gender Diversity in Leadership Positions



*We encourage Associates to collaborate with all individuals to foster open discussions and elevate the voices, values, and vision of women. Every USANA Associate has a unique story for finding success that we cherish and celebrate.*



2023 Diversity Metrics

(All numbers are rounded)

(All numbers are rounded)

Global <sup>1</sup>		All Employees	Management	Executives (eligible for executive pay)	Top Management (EVP and above)	Board of Directors
By Ethnicity						
Asian		55%	55%	32%	0%	11%
Hispanic or Latino		14%	6%	1%	7%	0%
White		27%	37%	64%	93%	78%
Native Hawaiian or other Pacific Islander		1%	0%	0%	0%	0%
American Indian or Native Alaskan		0%	0%	0%	0%	0%
Black or African American		1%	0%	1%	0%	11%
Two or more races		2%	2%	1%	0%	0%
By Gender						
Male		42%	49%	66%	81%	78%
Female		58%	51%	34%	19%	22%
By Age						
	18 to 25 years	25 to 34 years	35 to 44 years	45 to 54 years	55 to 64 years	65 years and over
Globally	2%	21%	40%	25%	10%	2%

<sup>1</sup> 54% of USANA employees are based outside the United States.

# Supporting Communities

Two of USANA’s core values are Community and Health. We focus our community engagement efforts through the USANA Foundation, helping underserved communities around the world gain access to nutritious and sustainable sources of food as a way to represent those values.

Through 34 USANA-supported partners, we strive to nourish, equip, and eliminate hunger throughout the world.

### USANA Foundation Giving Numbers

	2023	2022	2021
Total global aid	\$1.4M	\$1.2M	\$1M
Meals distributed	30.7M	12.9M	4.5M
Garden Towers funded	24.3K	32K	46K



## Vision

Every person should have access to secure sources of quality, nutritious food.

## Mission

Provides immediate and long-term global food relief for those in severe need. We lead a network of community-driven partnerships to nourish, equip, and eliminate hunger and malnutrition throughout the world.

## We believe no child should ever go hungry.

Hunger is more than missing a meal. It is a debilitating crisis affecting every corner of the globe.

USANA Kids Eat is a unique USANA Foundation initiative that works to nourish at-risk children, raise public awareness surrounding food insecurity, and generate resources and revenue through local campaigns and volunteer opportunities.

In 2023, USANA Kids Eat provided backpacks filled with food for food insecure youth to 39 schools, community programs, and neighborhood clubs throughout Utah. Each bag had enough food for seven meals, and in some cases, food to sustain kids on weekends and extended breaks. At the heart of USANA Kids Eat is a network of volunteers who donate money, time, and energy throughout the year to help pack food-filled backpacks.

USANA Kids Eat supported 46 additional schools by providing large packs of food for children to take home during long holiday breaks.

The USANA Foundation calculates the annual meals provided using two main methods: partner charity check-ins and Garden Tower production.

When accounting for Matching Grant efforts, they verify the food items and quantities listed by each partner charity in their grant proposal. The Foundation obtains receipts as proof of purchase, requires regular updates, and tracks the project's progress through visual evidence like photos and video.

The second calculation method is based on experience and data gathered over the past three years of Garden Tower projects. One Garden Tower is estimated to provide at least 1,300 meals in a year. Calculating meals from a tower is usually equivalent to 2-3 servings per vegetable to ensure it accounts for adequate nutrition. Feedback on these numbers is gathered directly from families who build and harvest towers and through the Foundation's partners. Although Garden Towers are designed to last many years, the Foundation only counts the meals provided by one tower for one year, ensuring that its calculations remain conservative.

For more information, read the [USANA Foundation's 2023 Annual Report](#).



## Helping the World Feed Itself

USANA funded over 24,000 Garden Towers around the world in 2023. Garden Towers are a low-cost, self-sustaining method of planting multiple food crops in a single source, suited for all areas of the world. Made from a long-lasting, durable material, each tower can hold up to 120 plants and provide five or more nutritious meals a week for a family of six. America, Africa, and Southeast Asia provide an opportunity for families to earn extra income by selling their excess vegetables, making Garden Tower materials, and teaching others in their communities these skills.



# 30%

Water is a precious commodity. A Garden Tower uses 30% less water than a traditional garden.

### Helping Feed Children Around the World

In April, USANA Foundation President Brian Paul spent three weeks journeying through Indonesia, Malaysia, and the Philippines, visiting our dedicated partners and hundreds of USANA Associates in each region. His travels provided us with invaluable insights into the progress of our Garden Tower program in these areas and laid the groundwork for future service trips.

Every May and October, we invite USANA Associates and generous donors from Mexico, the United States, and Canada, to serve with us in Baja California, Mexico. In May 2023, a dedicated team of 16 individuals—in close collaboration with the Foundation for His Ministry and IRT—embarked on a service trip to build Garden Towers, bringing nourishment and hope to families facing adversity.

The September 2023 trip to Rwanda and Uganda was a profound exploration of our Garden Tower program's resounding success. Brian Paul and Michelle Benedict, our devoted team members, witnessed these communities flourishing. The dedication of our local partners in Rwanda and Uganda was evident as they continue to make a substantial impact in the lives of many.

Deanna Waters, a distinguished member of our Chairman's Club, has been a driving force behind significant service advancements in Manitoba, Canada. She's held pivotal meetings with city officials, nonprofits, and NGOs to discuss food security and introducing Garden Towers to vulnerable populations, including indigenous communities. Many organizations in the region spearhead garden initiatives, and Garden Towers have been met with enthusiasm for their ability to solve several existing challenges. We're excited for the Garden Towers pilot projects launching

in Manitoba. Their success could pave the way for a broader rollout across other Canadian regions.

In China, Love Meals supports 10 counties within seven provinces—notably Hebei, Guizhou, Henan, and Sichuan—and has successfully distributed over 1.02 million meals to children. Love Meals has also built state-of-the-art kitchen facilities in 50 schools, ensuring over 24,000 children have access to nutritious food. Since its launch in January 2023, the USANA Village Angel Program has been a lifeline to remote communities in Langao County, Shaanxi, and Leishan County, Guizhou. The program has delivered 274 Angel Digital Patrol Kits with cutting-edge medical tools like blood pressure and glucose monitors and computers to help store health records.

For more information on our global service efforts, see the [USANA Foundation Annual Report](#).

### Product Donations

USANA partnered with Hope in Action (a nonprofit organization committed to fighting hunger) to distribute ~8,200 units of product to people in need of nourishment. The initiative was part of USANA's ongoing efforts to address food insecurity and support vulnerable communities around the world. Through this collaboration, USANA provided essential nutritional supplements to children and families affected by poverty, natural disasters, and other crises.

# ~8,200

Units of product donated through USANA and the USANA Foundation in 2023

### Employee Volunteering

During the annual World Service Week—held June 11–17—USANA employees and Associates showcased their commitment to community service by contributing over 350 hours of volunteerism. Participants invested in their communities—from building and planting Garden Towers to preparing meals for the less fortunate with Food Angel Volunteering in Hong Kong. USANA Foundation Garden Towers were built around the world, demonstrating a sustainable approach to growing nutritious food. In addition, teams across different regions focused on helping children, partnering with schools and non-profit organizations to provide educational support, essentials, and memorable experiences.

In Petaling Jaya, the USANA Malaysia staff collected 160 pounds of trash. The Home Office communications team painted fences at the Miller Bird Refuge and Nature Park in Salt Lake City, while the quality, engineering, and stability teams cleaned veteran graves in the Salt Lake City Cemetery, paying tribute to those who served.

## Making an Impact

In 2023, the USANA Foundation provided nearly 30.7 million meals to people in need around the world.



# Planet

Healthy people need a healthy planet to thrive.

## In this Section:

- Sustainable Packaging
- Waste Management
- Greenhouse Gas Management

Incorporated

## How2Recycle

Smart labeling system to help reduce plastic waste and educate on proper disposal practices

53%

Of energy use at HQ campus comes from solar arrays and renewable energy certificates

Roughly

65%

Of operational waste at Home Office diverted away from landfills



# Helping to Ensure a Healthy Planet

We strive to improve sustainability in every area of business—from selecting raw materials, to our shipping practices, to inter-office conservation and beyond.



Focus Area	Ambition	How We Will Pursue	2023 Progress
Waste Management	Reduce our waste to landfill	Identify additional opportunities to reduce and recycle materials used in our operations	Diverted ~65% of Home Office waste away from landfills Continued streamlining our recycle, reduce, and reuse processes in operations
Greenhouse Gas (GHG) Management	Reduce our GHG emissions	Invest in renewable energy Reduce emissions year over year	53% of electric energy use at our HQ campus is from renewable sources Reduced global Scope 1 and 2 emissions by 4% Started tracking Scope 3 emissions related to waste Visionary - Rocky Mountain Power Blue Sky Partner Program
Sustainable Packaging	Reduce the environmental impact of our packaging across the product's life cycle	Increase consumer awareness of recycling options for USANA products Reduce usage of virgin plastics and non-recyclable packaging options Shift to lower emission packaging options	Packaging changes have resulted in the equivalent of over 800K plastic bottles being diverted from landfills Incorporated How2Recycle smart labeling system onto Nutritionals packaging in qualified markets

Waste Audit

USANA hired a third-party waste auditor to assess current waste management practices and identify areas for improvement, with the ultimate goal of reducing our environmental impact. By analyzing the types and amounts of waste generated, and the processes used for disposal and recycling, the waste audit provided valuable insights into how we can reduce our waste and increase our resource efficiency. This helps us minimize the environmental impact of the company’s operations and can lead to operations cost savings.

Local Initiatives

We demonstrated our commitment to reducing our environmental impact and promoting sustainable practices at the local level.

We promote sustainable practices at the local level by taking proactive steps to reduce environmental impact. At the Asia Pacific Convention, we utilized cardboard honeycomb boards and signage. This eco-friendly approach minimized waste and showcased environmental responsibility within our events and operations.

Employees in the South Korea office have also transitioned away from all single-use and disposable dishes and plasticware, opting for reusable items. This shift reduces plastic waste for a more environmentally conscious workplace culture.

Meanwhile, USANA Indonesia proudly supports BPOM's mangrove ecosystem conservation program—part of its Net Zero Carbon Program aimed at collaborative

efforts with various stakeholders, including food and drug businesses. This initiative planted 16,000 mangrove trees in Taman Wisata Alam Angke Kapuk (TWAAK) and Ecowisata Mangrove PIK in Jakarta to help reduce carbon emissions.

To reduce electricity waste during non-production periods, USANA’s Beijing factory optimizes power usage, reducing monthly consumption by 21%-26% since implementing production plans and processes on August 1, 2023.

Landfill Diversion

We took on several waste reduction initiatives as part of our commitment to sustainability. We sort and recycle each type of drum by material to make sure we get maximum use, and to ensure that proper recycling takes place. Our pallets go through this same process. In cases where pallets are broken or not reusable at our facilities, we send them to a third party that reuses or repurposes the material. To further our efforts, we have installed a plastic baler and a carton baler to compact and recycle these materials more efficiently. We also recycle electronics to ensure that they do not contribute to electronic waste. Through these waste reduction initiatives, we improve our practices to reduce our environmental impact and promote sustainability.

2023 Waste Diversion

Material diverted away from landfill <sup>1</sup>	705, 316 lbs
Total waste	1.32m lbs

<sup>1</sup> U.S. only.



Encouraging Our Employees to Be Good Stewards

Employees are encouraged to be good stewards via an incentive program through which they can receive points redeemable for gift cards up to \$200 annually when they perform sustainability activities such as driving an electric vehicle, biking or taking public transportation to work, reading a book on sustainability, completing a service project, and recycling.



# Greenhouse Gas Management



## Energy Audit

In 2022, we partnered with a third-party company to conduct an energy audit of our facilities. The audit detailed an analysis of our energy usage and enabled us to identify areas to improve and develop strategies to reduce our environmental impact. By implementing the recommendations from the audit, we will be able to improve our efficiency, reduce our energy consumption, and lower our emissions.

## Emissions Data

We compiled data on Scope 1 and 2 emissions, establishing a crucial baseline across our global offices. This enables us to identify opportunities to invest time and resources and collaborate with partners so that we can reduce Scope 3 emissions in our overall footprint.

The primary sources of our Scope 1 and 2 emissions stem from our operations in Salt Lake City, Utah in the U.S., and in Beijing and Tianjin, China. While the majority of USANA facilities consist of smaller leased commercial offices, our focus remains on curbing greenhouse gas (GHG) emissions primarily at our Salt Lake City campus and in China, where we can make the most substantial impact.

## Renewable Energy

At our global headquarters in Salt Lake City, solar arrays produce approximately 8.5% of the electricity used in our manufacturing and office facilities. We procured an additional 44.5% of electrical energy through renewable energy certificates. USANA proudly participates as a Visionary in the Rocky Mountain Power Blue Sky Partner Program, underscoring our commitment to sustainable and environmentally responsible practices. Through this partnership, we contribute to the development and support of renewable energy initiatives, aligning with our dedication to reducing our carbon footprint and promoting a cleaner, greener future.





### Moving Production Closer to Our U.S. Operations

We maintain a proactive stance in seeking opportunities to relocate manufacturing closer to our production facilities. This strategic approach aligns with our commitment to efficiency, sustainability, and minimizing logistical impact, ultimately enhancing our supply chain's overall effectiveness.

### Sustainable Packaging

Most USANA supplement and skincare packaging is recyclable in many markets when the seals, labels, pump mechanisms, and any other multi-material components are removed. We recognize the urgent need to reduce the

environmental impact of our packaging, and we are committed to continuing our efforts towards sustainability. One of the steps we have taken is transitioning to 25% PCR (post-consumer recycled) bottles for all nutritionals where there are no regulatory constraints. By using PCR, we are reducing the amount of virgin plastic required to produce our packaging, thereby decreasing our carbon footprint.

We also moved to a more environmentally friendly shipping void fill, opting for either paper or easy-to-recycle plastic in most markets. We reduced the bottle size of 10 products, which not only decreases the amount of plastic used but also reduces the amount of space required for shipping, resulting in fewer emissions during transportation. To date, we have



diverted the equivalent of over 800,000 plastic bottles away from landfills.\* We removed the plastic shrink wrap from all supplements so that customers can recycle the entire bottle without having to remove any additional materials.

USANA is also committed to increasing education and awareness regarding recycling our packaging. We recently completed phase one of implementing the How2Recycle smart labeling system on our North America Nutritionals labels. How2Recycle is an organization that provides consistent and transparent on-package recycling information to consumers in North America. By including recycling information on our packaging, we help customers make informed decisions and encourage them to recycle our

products properly. Additionally, we updated our shipping boxes to encourage recycling and include a link to information on USANA sustainability. Through these efforts, we aim to create a more sustainable future and reduce our packaging's environmental impact.

\*The total amount of plastic bottles diverted from landfills was calculated by taking the total weight of plastic saved and dividing it by the average weight of our bottles.



# Products

## In this Section:

- Product Quality and Safety
- Supporting Good Health and Nutrition

100%

Of required employees  
trained in Current Good  
Manufacturing Practices

\$11.4M

Invested in R&D



# Product Quality and Safety

Focus Area	Ambition	How We Will Pursue	2023 Progress
Product Quality and Safety	Bring to market high-quality, science-based products	Continue to invest in research and development Continue to meet high internal standards, which meet or exceed all applicable local laws and widely accepted international regulatory standards, in the development and production of our products globally	Invested \$11.6M in R&D 100% of required employees received CGMP training
Responsible Sourcing	Enhance our sourcing practices to be in line with our values, goals, and stakeholder expectations	Hold our suppliers accountable for meeting high internal standards for quality and ethical business practices	Continued to work with vendors and suppliers on aligning our sustainability goals and objectives
Health and Nutrition	Make high-quality products and nutrition accessible to more people	Make information on healthy lifestyles easily available to consumers Seek innovative business strategies to expand access to our products for more people, including those at lower income levels	Utilized our inter and external communication platforms to publish healthy lifestyle and nutritional tips Partnered with outside organizations to provide product to underserved communities



Dr. Rob Sinnott, Chief Scientific Officer

**Our Chief Scientific Officer oversees our product development function at USANA. Some products undergo double-blind, placebo-controlled clinical studies to generate the requisite safety and efficacy information we need for our business and values. All USANA-sponsored trials are designed and conducted to our high standards, meeting or exceeding all applicable local laws, along with widely accepted international regulatory standards. Our approach to clinical research is based on fundamental ethical standards, such as the following:**

- All USANA clinical research is designed to answer a legitimate scientific question or need.
- USANA selects clinical investigators based on qualifications, training, research, clinical expertise in relevant fields, the potential to recruit research participants, and the ability to conduct clinical trials consistent with USANA policies.
- USANA requires voluntary informed consent from research participants, where needed, prior to carrying out any protocol-specified procedures. The process for obtaining informed consent takes into account local law, language, and custom as well as the ability of research participants to understand the information presented.
- USANA-sponsored trials undergo an ethical review, as required, by a qualified independent committee (Institutional Review Board/Independent Ethics Committee) prior to trial initiation.



### Clinical Trial Transparency

USANA is committed to the timely registration of clinical trials and communication of research results. We register all USANA-sponsored clinical trials on public registries before they begin or within 21 days after they start:

- On clinicaltrials.gov (U.S.): All phase 2 to phase 4 studies, and most phase 1 studies that enroll patients, conducted anywhere in the world
- On the EU Clinical Trials Register (EudraCT): All phase 1 to phase 4 studies conducted in Europe

Once clinical trials results are available, USANA is committed to disclosing scientifically accurate, truthful, non-misleading, and well-balanced results. We submit at a minimum the primary analysis results for all completed USANA-sponsored phase 2 and phase 3 studies to congresses or peer-reviewed journals within 18 months of trial completion. In addition, we post technical summary results to the registry or registries where the study was registered.



## Manufacturing Standards

We apply and adhere to a strict set of quality standards, and we have policies and procedures in place to identify, measure, control, and sustain product-quality excellence. Our Global Quality organization is responsible for establishing the standards to help ensure all of our products are manufactured, tested, released, and distributed in full compliance with applicable regulatory requirements and industry best practices. We continuously strive to improve these standards in order to enhance procedures and ensure ongoing compliance with applicable standards, including Current Good Manufacturing Practices (CGMPs). We provide appropriate and ongoing training on quality and excellence for our employees.

When developing and manufacturing our products, we follow the highest applicable industry quality standards, including CGMPs and those established by the U.S. Food and Drug Administration (FDA) and the United States Pharmacopeia (USP).

We control the quality of our products, beginning at the formulation stage. Ingredients are selected to meet a number of criteria, including, but not limited to, safety, potency, purity, stability, bioavailability, and efficacy.

In-house microbiology and analytical chemistry labs oversee quality control processes. Scientists in our microbiology laboratory test for biological contamination of raw materials and finished goods. In our analytical chemistry laboratory, scientists test for chemical contamination and accurate levels of active ingredients in both raw materials and finished products. Scientists also identify and confirm all raw materials used in the manufacturing process through scientifically valid means. Both laboratories conduct stability tests on finished products to determine the shelf life of our products. Our Salt Lake City laboratory staff also performs chemical assays on vitamin and mineral constituents, using USP methods and other internally validated methods.

We conduct sample testing of raw materials, in-process materials, and finished products for purity, potency, and composition to verify our products conform to our internal specifications. Suppliers of raw materials are required to

demonstrate stringent quality control methods before their products are used in our manufacturing process.

Our Salt Lake City manufacturing facility is registered with the FDA, Health Canada's Natural Health Products Directorate, the Australian Therapeutic Goods Administration (TGA), and other governmental agencies. Our facility is inspected by the FDA and other international health authorities specifically for dietary supplements.

Additionally, our facility is certified through inspection and audits with the Islamic Foods and Nutrition Counsel of America in compliance with Halal, the Organized Kashrus Laboratories in compliance with Kosher, NSF International in compliance with product testing and CGMPs, and the USP in compliance with CGMPs.

Our Beijing manufacturing facility (BabyCare Co, Ltd.) is registered with the State Administration of Market Regulation (SAMR) and is audited regularly by various organizations and government agencies to assess compliance with applicable CGMPs and labeling claims.







Responsible Sourcing

Products manufactured by third-party suppliers are also required to pass quality control and assurance procedures to ensure they conform to our stringent specifications. We maintain strict quality standards, no matter where our products are manufactured. As the decision is made to partner with an external manufacturer, the manufacturer is required, by contract, to comply with USANA’s business requirements, regardless of where the manufacturer is located.

We conduct audits of each potential new product supplier to determine its acceptability and compliance with CGMPs. Systems the potential supplier uses to purchase materials are reviewed to ensure intended product quality for our future use. Only if a supplier meets our stringent criteria, which includes a review of the company’s regulatory inspection and outcome history, will we negotiate a commercial agreement. These agreements include detailed provisions

relating to the quality standards we require to manufacture a product for our use. We conduct periodic audits to further ensure suppliers continue to meet CGMPs. Such audits evaluate the continued acceptability of the facility from a quality assurance and regulatory compliance perspective. The frequency of quality auditing depends on several factors, including compliance and audit history, ongoing product quality, product classification, and product risk.

We incorporated sustainability criteria into our supplier scorecard, Request for Proposal (RFP), and Master Service Agreement (MSA). By doing so, we are able to evaluate potential suppliers on their environmental, social, and governance practices instead of just price and quality. This helps us to identify suppliers that share our values and are committed to reducing their environmental impact, protecting human rights, and promoting ethical business practices like we are.

Adverse Event Reporting

Our quality control team manages a global system for collecting, evaluating, and reporting adverse event (AE) reports received by USANA worldwide.

Although regulations vary by country, most countries require manufacturers of dietary supplements and over-the-counter products to promptly review AE information they receive from any source,

domestic or foreign, relating to the use of their products. Manufacturers are also required to have written procedures in place for evaluating and reporting AEs.

Customers and healthcare providers can report AEs through USANA’s customer service department. All reports are promptly handled by the company’s quality management team.

Product Safety and Quality Performance	2023	2022	2021
# of product recalls globally	0	0	1
Good Clinical Practice (GCP) inspections by regulatory agencies of the company or clinical trial investigators that led to significant fines, penalties, warning letters, or product seizures	0	0	0
% of required employees receiving CGMP training	100	100	100



# Supporting Good Health and Nutrition

At USANA, we believe in supporting a holistically healthy lifestyle, which includes eight main tenets: a whole food-based, low-glycemic diet; proper hydration; sleep; stress management; regular exercise; consistent skincare; mindfulness; and high-quality vitamin and mineral supplementation.

## USANA InCelligence Technology

USANA InCelligence Technology embodies our approach to intelligent supplement design. It's a nutritional technology—not a single product or a product line. InCelligence is a platform for creating products that support optimal cellular health harnessed through the power the power of cell signaling.

Cell signaling is the ability of a cell to receive, process, and transmit signals within its environment and with itself.

At the very basic level, it simply means a cell responding to an internal or external molecule. That interaction is where USANA focuses its efforts when formulating products with InCelligence Technology.

USANA scientists developed unique blends of nutrients (called InCelligence Complexes) that have been scientifically studied to create a specific cellular response. By delivering messages to cells—through the molecules found in these nutrient blends—they instruct a cellular response to activate a targeted health benefit. And targeting customers' health benefits means we can give them more personalized support.\*

\*These statements have not been evaluated by the Food and Drug Administration. This product is not intended to diagnose, treat, cure, or prevent any disease.

## 2023 Product Awards

### Utah Manufacturing Association - Manufacturer of the Year

The Utah Manufacturer's Association hosts an annual awards banquet to recognize outstanding achievements in the industry. Manufacturing boasts many great examples of excellence, and UMA provides a valuable opportunity for companies to showcase their exceptional contributions to the public.

### Utah's Best of State Awards

The [Best of State Awards](#) recognize outstanding individuals, organizations, and businesses in Utah. Best of State candidates are evaluated by a panel of more than 100 judges based on three criteria: achievement in the field of endeavor; innovation or creativity in approaches, techniques, methods, or processes; and contribution to improving the quality of life in Utah. In 2023, USANA received five medals:

- USANA's Celavive skincare system won its fifth consecutive Best of State award in the personal care products category
- USANA won in the production and manufacturing category for outstanding manufacturing processes
- Rev3 Energy won best beverage for its 14<sup>th</sup> consecutive year
- USANA CellSentials took home best dietary supplement for its sixth win in a row
- USANA won in the Health/Nutrition Products category for the Nutritionals line

### Korea Medical Healthcare Award

The 2023 Korea Medical Healthcare Award ceremony celebrated the contribution of medical institutions, companies, and organizations that have contributed to the promotion of national health and the development of the health industry. USANA received recognition in two categories:

- Multivitamin category—HealthPak
- Weight Management category—Nutrimeal

### Other Product Awards

From Citta Bella Magazine, USANA Malaysia won Best Vitalizing Serum

Euromonitor - Hong Kong - USANA HK is ranked as #1 Direct Selling Brand for Calcium Supplements in Hong Kong



# Governance

## In this Section:

- Corporate Governance
- Business Ethics
- Sustainability Performance Index

100%

Of employees trained on  
USANA's Code of Ethics

7 of our 8

Board members are independent





# Corporate Governance

We are committed to conducting business ethically and meeting or exceeding the laws and regulations that govern our business and industry in all markets where we operate. We also strive to strengthen our processes to facilitate strong ethical conduct within our supply chain.

Strong governance practices are essential to provide long-term value for our shareholders, customers, employees, and communities.

Our Board of Directors has adopted corporate governance guidelines that serve as a framework for the governance of the company. The guidelines are available on our website.

## Board Structure and Leadership

The company's Board of Directors consists of eight members, including an independent Lead Director. The Board has four committees: Audit Committee; Compensation Committee; Governance, Risk & Nominating Committee; and Sustainability Committee, each consisting solely of independent directors.

We strive to maintain a healthy blend of director tenure, recognizing that longer-serving directors possess crucial institutional knowledge of our company and its culture, while periodic refreshment brings a fresh outlook and contributes to Board independence and oversight.

We prioritize Board diversity and are mindful of the many ways the Board benefits from a wide range of viewpoints and perspectives. You can find more detailed information about our Board's unique set of experiences and qualifications on our website.





### Executive Compensation

The Compensation Committee of our Board is responsible for reviewing our executive compensation program, designed to provide a competitive and equitable compensation and benefits package for our executives, promote a pay-for-performance philosophy, and retain effective executives. At our 2023 Annual Meeting of Shareholders, more than 93% of votes cast were in favor of a non-binding resolution approving executive compensation paid in Fiscal Year 2022.

### Enterprise Risk Management

Our Board is actively involved in the assessment, oversight, and management of risks that could affect the company. The Board carries out its risk oversight and management responsibilities by monitoring risk directly as a full Board and, where appropriate, through its committees. The Board and its committees receive regular reports from members of USANA senior management, who maintain direct responsibility for management and assessment of risks and the implementation of processes and controls to mitigate their effects on the company.

USANA's Enterprise Risk Management (ERM) program uses a top-down approach to risk identification and the Committee of Sponsoring Organizations of the Treadway Commission (COSO) ERM framework. This program is governed by the company's Risk Oversight Committee and includes an annual risk assessment, risk mitigation reviews, policy reviews, and key control reviews.

### Cybersecurity

USANA relies heavily on information systems to operate its business, including the

collection and processing of employee and customer data.

Our Chief Operating Officer oversees USANA's enterprise-wide cybersecurity program, which follows the National Institute of Standards and Technology (NIST) standards and ISO 27001 for information security policies. USANA has multiple defense mechanisms in place to guard against cyber threats, including a Security Operations Center that gathers threat intelligence and conducts ongoing monitoring. Employees receive cyber awareness training, including applicable data security laws and regulations in the company's various markets and the safe handling of personally identifiable information. Our disaster recovery policy has processes in place to support business continuity in the event of a natural disaster or cyber-related attack.

### USANA United States Government Relations

USANA focuses its bi-partisan government relations efforts on education about USANA and the direct selling and dietary supplement industries. We primarily focus our government relations efforts on members of Congress and State Attorneys General, and secondarily engage with Utah state, county, and local leaders. We connect with government leaders on key policy issues that may impact our company and industry. USANA and the USANA Political Action Committee (PAC) make political donations to the campaigns of individuals who support the direct selling industry and business model and the dietary supplements industry.

### Environmental Management System

We implemented an environmental management system (EMS), which is a framework used by organizations to manage



their environmental impact and improve sustainability. It is a structured approach to identifying environmental risks and establishing policies and procedures to minimize those risks. It helps us monitor and measure progress and continuously improve environmental performance. As a global health and wellness company, we apply an EMS to business operations to ensure our activities are conducted in an environmentally responsible manner. This includes implementing practices to reduce waste, conserve energy and water, and source materials from sustainable suppliers. USANA also sets environmental objectives and regularly reviews its progress towards these goals through the EMS.

### Environmental Policy

At USANA, we aim to minimize our environmental impact and commit to

environmental stewardship at the highest level of our organization. We meet the expectations of our diverse stakeholders through engagement and collaboration. Our policy encompasses the following:

- Legal compliance at the local, regional, national, and international level
- Minimizing our environmental impact directly where we have control and indirectly where we have influence
- Responsible use of natural resources and focus on pollution prevention
- Continuous improvement in environmental performance across our operations
- Periodically communicating to stakeholders about our progress
- Pursue innovative approaches to advance environmental stewardship

# Business Ethics

### Code of Ethics and Training

Our Code of Ethics applies to all of our directors, officers, and employees worldwide. It is available in nine local languages. USANA employees are required to complete annual training on the Code, which covers topics such as conflicts of interest, fair dealing, and use of corporate assets. Employees are also required to complete additional training each year on our policies specific to anti-corruption and insider trading. All new employees receive training on our Code of Ethics and corporate policies during orientation.

In addition, we require all of our directors, officers, and employees to certify annually that they comply with the Code of Ethics. Failure to comply with the Code, USANA policies, or applicable laws may result in disciplinary action, up to and including termination.

Employees, Associates, or anyone external to the company may report suspected misconduct to a human resources representative, a member of management, or USANA’s Audit Committee of the Board of Directors through our Whistleblower Communication System, available globally 24 hours a day, 7 days a week, and operated by a third party. Employees may report their concerns anonymously. Any reported violations will be investigated promptly, thoroughly, and impartially. Confidentiality will be maintained throughout the

investigatory process to the greatest extent possible.

USANA prohibits any form of retaliation or intimidation against USANA employees or Associates for reporting a compliance concern in good faith. Staff who engage in retaliation or intimidation will be subject to disciplinary action, up to and including termination.

### Responsible Sales and Marketing

We are committed to ethical business practices in the sales of our products globally, including responsible marketing and strong consumer protection practices.

We continually monitor and review our Associates’ compliance with our corporate policies and procedures, as well as the laws and regulations applicable to our business around the world. Associates who violate our policies are subject to discipline, which may include the termination of their purchase and distribution rights.

As a member of the Direct Selling Association (DSA) we also adhere to its Code of Ethics. The Code ensures member companies do not make statements or promises that might mislead consumers or salespeople. The Code is enforced by an independent administrator. All USANA Associates are trained on the Code and are required to adhere to its standards.

We have also appointed a DSA Code Responsibility Officer with oversight for facilitating our compliance with the Code

By signing on to the DSA Code of Ethics, we pledge USANA and our Associates will:

- Not engage in any deceptive, false, unethical, or unlawful consumer or recruiting practices
- Ensure no statements, promises, or testimonials are made that are likely to mislead consumers or prospective independent salespeople
- Ensure all product claims made by USANA and our Associates are substantiated by competent and reliable evidence and are accurate and truthful as to price, grade, quality, value, quantity, and availability
- Take appropriate steps to safeguard the protection of all private information provided by consumers

Outside the United States, we adhere to the World Federation of Direct Selling Associations’ Code of Ethics.



2023 Performance	2023	2022	2021
% of employees trained on USANA’s Code of Ethics	100%	100%	100%
% of employees, directors, and officers who certified they comply with USANA’s Code of Ethics	100%	100%	100%



# Sustainability Performance Index

Metric	2023	2022	2021	Notes:	SASB Standards	GRI Standards
<b>People</b>						
Turnover rate (total)	11.98%	13.4%	14.3%		HC-BP-330-a.2 CG-MR-310a.2	401-1
Turnover rate (voluntary)	8.66%	10.9%	11.8%			
Average tenure	8.81 years	8.2 years	7.5 years			
Total recordable incidents	6	4	5			
Total recordable incident rate	0.1	0.40	0.55			
Lost time incidents	4	4	4			
Lost time incident rate	0.07	0.40	0.44			
Employee fatalities	0	0	0			403-9
Contractor fatalities	0	0	0			403-9
Wellness program (percentage engaged; U.S. only)	47%	46%	42%			403-6
Employees participating in tuition reimbursement	23	25	46			
Total invested in tuition reimbursement	\$112,907	\$137,262	\$120,269			
Mentorship program participants	70	70	55			404-2
Annual employee development hours invested	13,058	10,877	8,015			404-1
Volunteer hours (annual)	8,150	12,300	3,050	Includes employee and Associate volunteer hours.		
<b>Employee Diversity</b>						
Age diversity of employees	See table on page 23.	–	–			
<b>Ethnic Diversity (percentage visible minorities)</b>						
All employees	69%	68%	67%	54% of USANA employees are based outside the U.S.		
Management	59%	60%	59%			
Executives (eligible for executive pay)	31%	36%	33%			
Top management (EVP and above)	7%	12%	12%			
Board of Directors	22%	22%	22%			

Metric	2023	2022	2021	Notes:	SASB Standards	GRI Standards
Gender Diversity (percentage identify as female)						
All employees globally	58%	58%	58%			
Management	49%	51%	50%			
Executives (eligible for executive pay)	31%	32%	31%			
Top management (EVP and above)	25%	19%	19%			
Board of Directors	22%	22%	22%			
Products						
Number of production facilities	4	4	4		FB-PF-000.B CG-HP-000.B	
Good Clinical Practice (GCP) inspections by regulatory agencies of the company or clinical trial investigators that led to significant fines, penalties, warning letters, or product seizures	0	0	0			
Percentage of required employees receiving CGMP training	100%	100%	100%			
Communities						
Total global aid	\$1.4M	\$1.2M	\$1M			
Partner organizations	34	60	41			201-1
Meals distributed annually	30.7M	12.9M	4.5M			201-1
Environment						
Energy						
Total energy consumed (kWh)	7,349,940	7,661,758	7,886,744	Energy consumption is for our U.S. facilities only. In 2021 total energy consumption increased because we added a new facility to our Salt Lake City campus.	FB-FR-130a.1 FB-PF-130a.1 CG-MR-130a.1	302-1
Percentage of grid energy	91.54%	91.99%	92.66%		FB-FR-130a.1 FB-PF-130a.1 CG-MR-130a.1	302-1
Percentage of grid energy from renewable sources	53%	50%	26%			
Percentage of energy generated through solar	8.46%	8.10%	7.34%		FB-FR-130a.1 FB-PF-130a.1 CG-MR-130a.1	302-1



Metric	2023	2022	2021	Notes:	SASB Standards	GRI Standards
Emissions						
Global Scope 1 and 2 GHG emissions (MT CO <sub>2</sub> e)	13,774.97	18,359.77	-			305-1 305-2
Home Office scope 1 and 2 GHG emissions (MT CO <sub>2</sub> e)	2,365.60	2,906.45	3,792.95			
Home Office - Scope 1 emissions (MT CO <sub>2</sub> e)	1,429.70	1,583.78	1,448.16			
Total - Scope 1 emissions (MT CO <sub>2</sub> e)	4652.45	4,071.55				
Home Office - Scope 2 emissions (MT CO <sub>2</sub> e)	935.9	1,322.67	2,344.79			
Total - Scope 2 emissions (MT CO <sub>2</sub> e)	9119.14	14,288.02				
*Waste						
Waste diverted from landfill (lbs)	1,329,074	1,084,115	364,200	U.S. operations only.		306-3 306-4
Waste sent to landfill (lbs)	705,316	1,027,800	812,400	U.S. operations only.		306-3 306-5
Waste diversion (% recycled)	65%	51%	31%			
*Salt Lake City campus only						

The Sustainability Committee of the Board assists the Board in fulfilling its oversight responsibility of sustainability at USANA, including sustainability and Corporate Social Responsibility matters, as well as public policy and stakeholder engagement, political contributions, and charitable endeavors. The Committee monitors and tracks the execution of USANA's sustainability strategy and reports to the full Board the progress the company is making. The Committee reviews with management and the Board the company's sustainability disclosures, including those in our periodic filings with the Securities and Exchange Commission and in this report.

**REPORTING SCOPE AND ISSUANCE**  
Except where specifically noted otherwise, the reporting period of this USANA Sustainability Report 2023 covers subject matter and data for USANA's fiscal year ended December 30, 2023 and is limited to the operations owned and/or operated by USANA. References to USANA, our, we, or the company mean USANA and its subsidiaries, unless the content indicates otherwise. This report was published on April 22, 2024.

**FORWARD-LOOKING STATEMENTS**  
Safe Harbor Statement under the Private Securities Litigation Reform Act of 1995: Statements in this report that relate to future events, expectations, and trends involve factors that are subject to change and risks and uncertainties that could cause actual results to differ materially. These risks and uncertainties are difficult to predict and often are outside of the control of the company.

When used in this report, the words "may," "could," "anticipate," "target," "plan," "continue," "goal," "commit," "achieve," "project," "intend," "estimate," "believe," "expect," and similar expressions are intended to identify forward-looking statements, although not all forward-looking statements contain such words. Forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from our historical experience and our present expectations or anticipated results. Forward-looking statements are neither historical facts nor assurances of future performance. Instead, they are based only on the company's current beliefs, expectations, and assumptions regarding the future of its business, strategic objectives, projections, anticipated economic changes and trends, and other conditions.

Forward-looking statements in this report may include, but are not limited to, estimates of addressable market size, statements regarding the company's operational strategies; processes or designs that optimize performance outcomes for customers; efforts regarding energy, water, and emissions; and the development of mechanisms for tracking sustainability metrics.

Important factors that could cause the company's actual results to differ materially from those indicated in the forward-looking statements include, among others, the following: (i) compliance with and changes to global and regional environmental, health, safety, and human rights laws, including emissions and packaging regulations, and other ethical business practices; (ii) compliance with and changes to greenhouse gas emissions and other standards related to climate change; (iii) production, design, and technological innovations and difficulties, including capacity and supply constraints and prices; (iv) availability and price of raw materials, components, and whole goods; (v) attracting, developing, engaging, and retaining qualified employees; (vi) weather conditions and natural calamities; (vii) network security breaches and disruptions; (viii) compliance with privacy and data-protection laws and regulations; (ix) global and regional trade laws, regulations, and policies; (x) governmental banking, monetary, and fiscal policies; (xi) global tax laws; (xii) demand for food and nutrition supplements impacting demand for the company's products; (xiii) global political, economic, and social events and uncertainty; (xiv) competitors' actions and competitive pressures; (xv) adapting products to customer preferences around the world; (xvi) infringement of the company's intellectual property; (xvii) economic conditions weakening demand and/or limiting access to funding and higher funding costs; (xviii) ability to realize the anticipated benefits of our business strategies including acquisitions, joint ventures, divestitures, or new product or efficiency initiatives; and (xix) general global macroeconomic conditions, including but not limited to inflation, slower growth or recession, higher interest rates, and currency fluctuations.

The company, except as required by law, undertakes no obligation to update or revise any forward-looking statements, whether as a result of new developments or otherwise. The forward-looking statements speak only as of the date of this report, and undue reliance should not be placed on these statements. Goals, targets, intentions, ambitions, or expectations described in this report, are aspirational and subject to change and are not guarantees or promises that all goals, targets, intentions, ambitions, or expectations will be met. The United Nation Sustainable Development Goals (UNSDGs) are also aspirational in nature. The analysis involved in determining whether and how certain initiatives may contribute to the UNSDGs is inherently subjective and dependent on a number of factors. There can be no assurance that reasonable parties will agree on a decision as to whether certain projects, initiatives, investments, or other aspects of our business contribute to a particular UNSDG. Accordingly, investors should not place undue reliance on USANA's application of the SDGs, as such application is subject to change at any time and in USANA's sole discretion. Similarly, there can be no assurance that our sustainability or sustainability policies and procedures as described in this report will continue; such policies and procedures could change, even materially. We are permitted to determine in our discretion that it is not feasible or practical to implement or complete certain of our sustainability or sustainability initiatives, policies, and procedures based on cost, timing, or other considerations.

References to employee benefits and compensation in this report are as of the dates indicated. We reserve the right to make changes to benefits and compensation, consistent with applicable rules and regulations, at any time.

Certain information contained herein has been obtained from third parties, and in certain cases has not been updated through the date hereof. We have not independently verified the data from these third-party sources in every instance and make no representation with regard to the verification of third-party data, unless explicitly otherwise indicated. While these third-party sources are believed to be reliable, we make no representation or warranty, express or implied, with respect to the accuracy, fairness, reasonableness, or completeness of any of the information contained herein, and we expressly disclaim any responsibility or liability therefor.

The information contained herein is only as current as the date indicated and may be superseded by subsequent market events or for other reasons. USANA is not under any obligation to update or keep current the information contained herein. Statistics and metrics relating to sustainability matters are estimates and may be based on assumptions or developing standards. This report may contain links and references to other Internet sites. Such links or references are not endorsements of any products or services in such sites, and no information in such site has been endorsed or approved by the company.

The inclusion of information in this report should not be construed as a characterization regarding the materiality or financial impact of that information. Further information concerning the company and its business, including factors that could materially affect the company's financial results, is included in the company's filings with the Securities and Exchange Commission (SEC) (including, but not limited to, the factors discussed in Item 1A, Risk Factors of the company's most recent annual report on Form 10-K, and quarterly reports on Form 10-Q).



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USANAHEALTHSCIENCES



USANAinc

What's Up,  
USANA?

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