

INVESTOR OVERVIEW

NYSE: USNA

October 2025



Safe Harbor

Forward-Looking Statements.

This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act and Section 21E of the Securities Exchange Act. These forward-looking statements are based on current plans, expectations, estimates, forecasts, and projections as well as the beliefs and assumptions of management. Words such as “expect,” “enhance,” “drive,” “anticipate,” “intend,” “improve,” “promote,” “should,” “believe,” “continue,” “plan,” “goal,” “opportunity,” “estimate,” “predict,” “may,” “will,” “could,” and “would,” and variations of these terms or the negative of these terms and similar expressions are intended to identify these forward-looking statements. Such forward-looking statements include, but are not limited to, statements regarding Hiya’s growth in 2025 and continued growth in the future; statements about the Company’s long-term growth; and the statements under the sub-heading “Fiscal Year 2025 Outlook.” Our actual results could differ materially from those projected in these forward-looking statements, which involve a number of risks and uncertainties, many of which involve factors or circumstances that are beyond our control, including: risks relating to global economic conditions generally, including continued inflationary pressure around the world and negative impact on our operating costs, consumer demand and consumer behavior in general; reliance upon our network of independent Brand Partners; risk that our Brand Partner compensation plan, or changes that we make to the compensation plan, will not produce desired results, benefit our business or, in some cases, could harm our business; risk associated with our launch of new products or reformulated existing products; risks related to governmental regulation of our products, manufacturing and direct selling business model in the United States, China and other key markets; potential negative effects of deteriorating foreign and/or trade relations between or among the United States, China and other key markets, including potential adverse impact from tariffs, trade policies or other international disputes by and among the United States, China, or other markets that are important to the Company; potential negative effects from geopolitical relations and conflicts around the world, including the Russia-Ukraine conflict and the conflict in Israel; compliance with data privacy and security laws and regulations in our markets around the world; potential negative effects of material breaches of our information technology systems to the extent we experience a material breach; material failures of our information technology systems; adverse publicity risks globally; risks associated with early stage operations in India and future international expansion and operations; uncertainty relating to the fluctuation in U.S. and other international currencies; the potential for a resurgence of COVID-19, or another pandemic, in any of our markets in the future and any related impact on consumer health, domestic and world economies, including any negative impact on discretionary spending, consumer demand, and consumer behavior in general; risk that the Hiya acquisition disrupts each company’s current plans and operations; the diversion of the attention of the management teams of USANA and Hiya from ongoing business operations; the ability of to retain key personnel of Hiya; the ability to realize the benefits of the acquisition, including efficiencies and cost synergies; the ability to successfully integrate Hiya’s business with USANA’s business, at all or in a timely manner; and the amount of the costs, fees, expenses and charges related to the acquisition. The contents of this release should be considered in conjunction with the risk factors, warnings, and cautionary statements that are contained in our most recent filings with the Securities and Exchange Commission. The forward-looking statements in this presentation set forth our beliefs as of the date hereof. We do not undertake any obligation to update any forward-looking statement after the date hereof or to conform such statements to actual results or changes in the Company’s expectations, except as required by law.

Non-GAAP Financial Measures.

This presentation contains the non-GAAP financial measures Adjusted EBITDA and Adjusted diluted EPS. Adjusted EBITDA is a Non-GAAP financial measure of earnings before interest, taxes, depreciation, and amortization that also excludes certain adjustments as indicated below in the reconciliation from net earnings. Adjusted diluted EPS is a Non-GAAP financial measure of diluted earnings per share that excludes certain adjustments as indicated below in the reconciliation from diluted EPS. Adjusted EBITDA (non-GAAP) is net earnings (loss) (its most directly comparable GAAP financial measure) adjusted for interest expense, net, (benefit from) provision for income taxes, depreciation and amortization, non-cash share-based compensation, and transaction-related expenses and integration costs for the Hiya acquisition. Adjusted EBITDA attributable to USANA (non-GAAP) is Adjusted EBITDA (non-GAAP) further adjusted to exclude the Adjusted EBITDA attributable to non-controlling interest related to Hiya. Adjusted diluted earnings per share (non-GAAP) is diluted earnings (loss) per share (its most directly comparable GAAP financial measure) adjusted for amortization of intangible assets, transaction-related expenses, and integration costs related to the Hiya acquisition. Management believes that Adjusted EBITDA (non-GAAP), Adjusted EBITDA attributable to USANA (non-GAAP), and Adjusted diluted earnings per share (non-GAAP), along with GAAP measures used by management, most appropriately reflect how the Company measures the business internally. The Company prepares its financial statements using U.S. generally accepted accounting principles (“GAAP”) and investors should not directly compare with or infer relationship from any of the Company’s operating results presented in accordance with GAAP to Adjusted EBITDA and Adjusted diluted earnings per share. Non-GAAP financial measures have limitations in their usefulness to investors because they have no standardized meaning prescribed by GAAP and are not prepared under any comprehensive set of accounting rules or principles. In addition, other companies, including companies in our industry, may calculate similarly titled non-GAAP financial measures differently or may use other measures to evaluate their performance, all of which could reduce the usefulness of non-GAAP financial information as a tool for comparison. As a result, the non-GAAP financial information is presented for supplemental informational purposes only and should not be considered in isolation from, or as a substitute for financial information presented in accordance with GAAP.

USANA At-A-Glance

USANA develops and manufactures high-quality, science-based nutritional and personal care products with a primary focus on promoting long-term health and wellness. Products are sold through two distribution channels: direct sales and direct-to-consumer.

Headquarters:
**Salt Lake City,
Utah**

Founded:
1992

Full-Time Employees¹:
1,700

Annual Revenue:
\$912M²

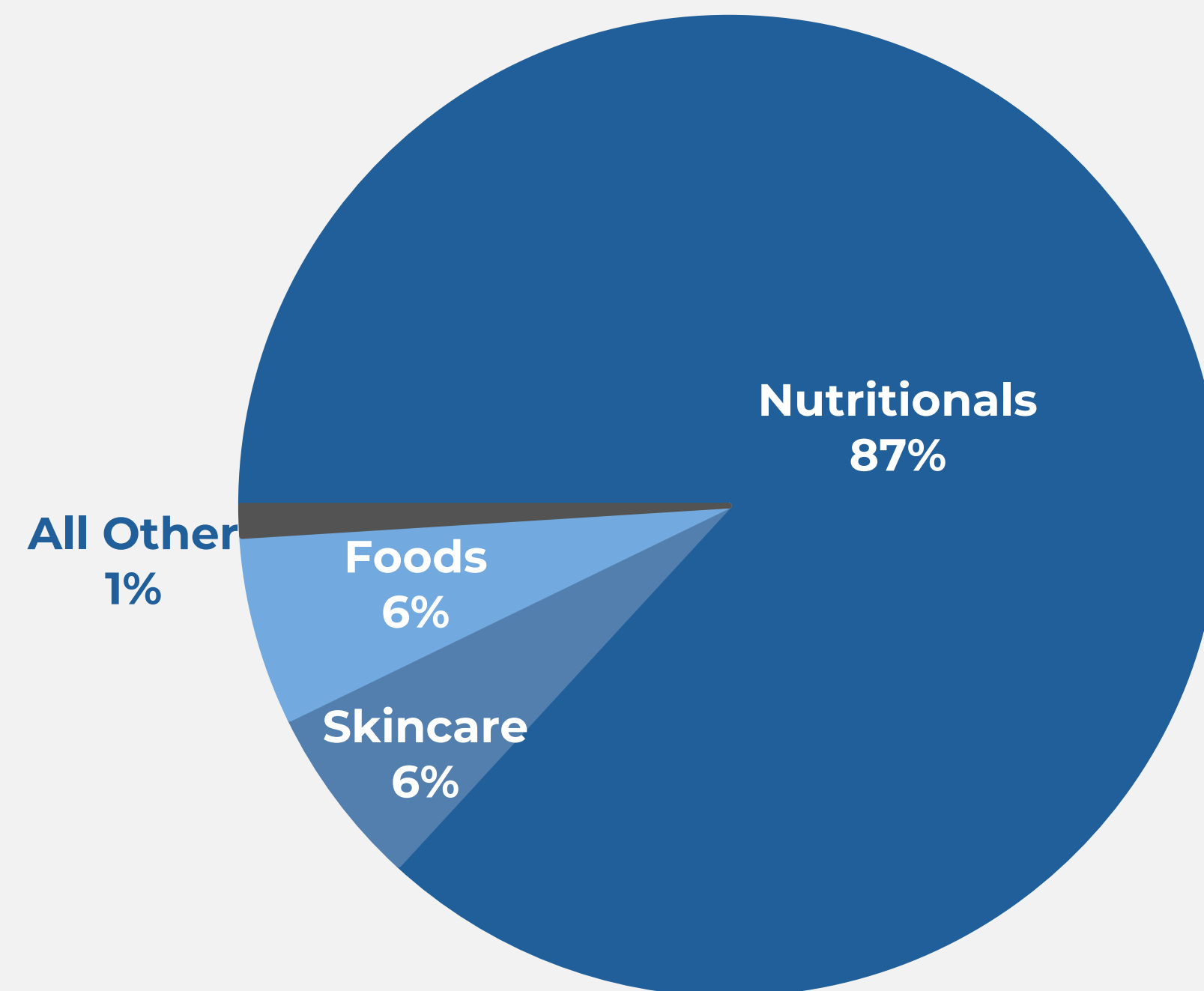
Market Cap:
\$365M³

¹ As of 12/28/24

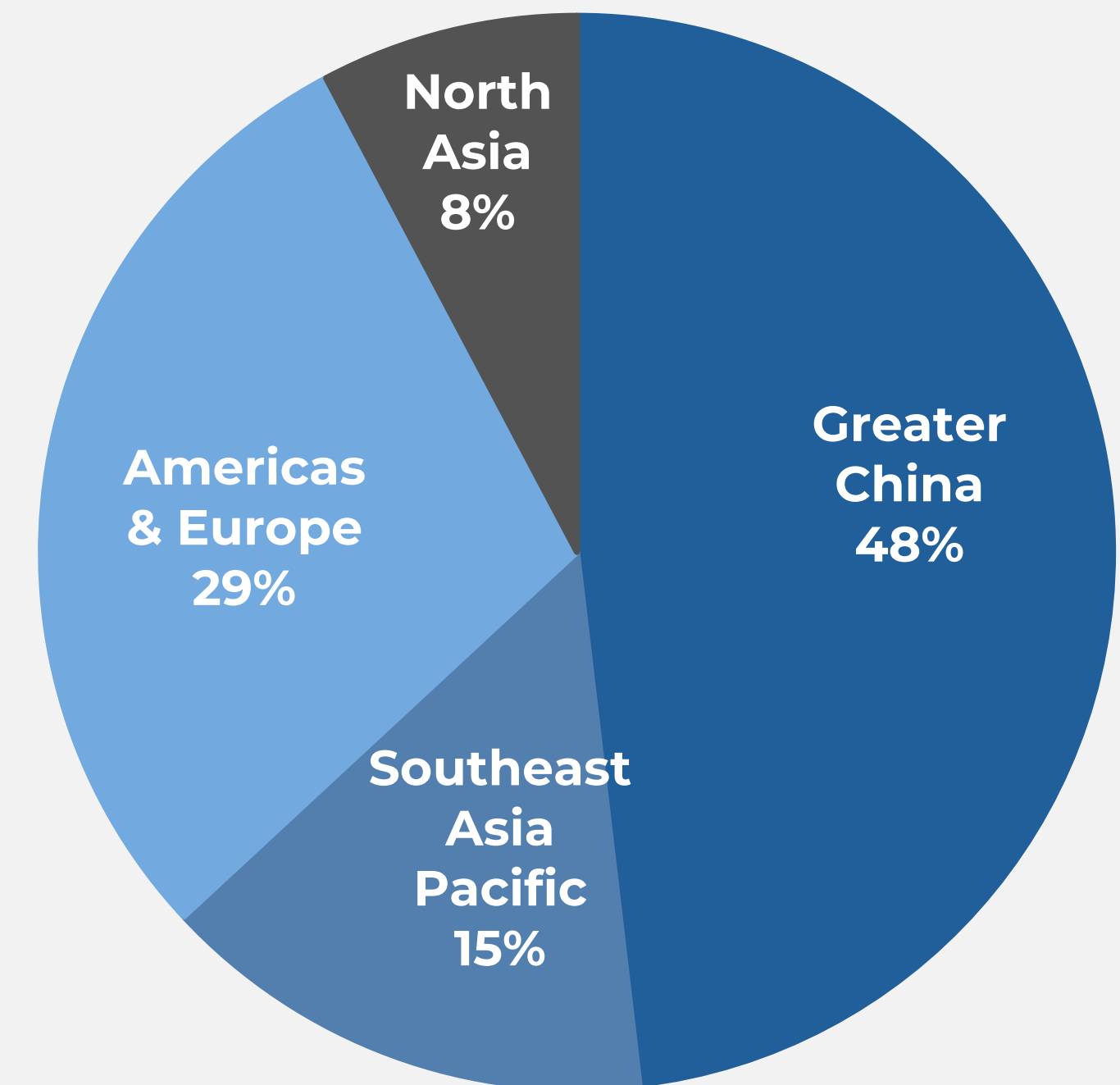
² 2025 Q3 TTM

³ As of 10/27/2025

Product Mix²



Geographic Mix²



Key Investment Highlights

- Leading provider of high-quality nutritional supplements with global scale and 30+ years of history
- Differentiated nutritional products backed by scientific research and in-house production capabilities
- Low capital intensity business model and solid cash flow generation
- Strong balance sheet with no debt
- Presence in attractive markets
- Positioned to benefit from growing consumer focus on personal health and wellness



DIRECT SALES OVERVIEW



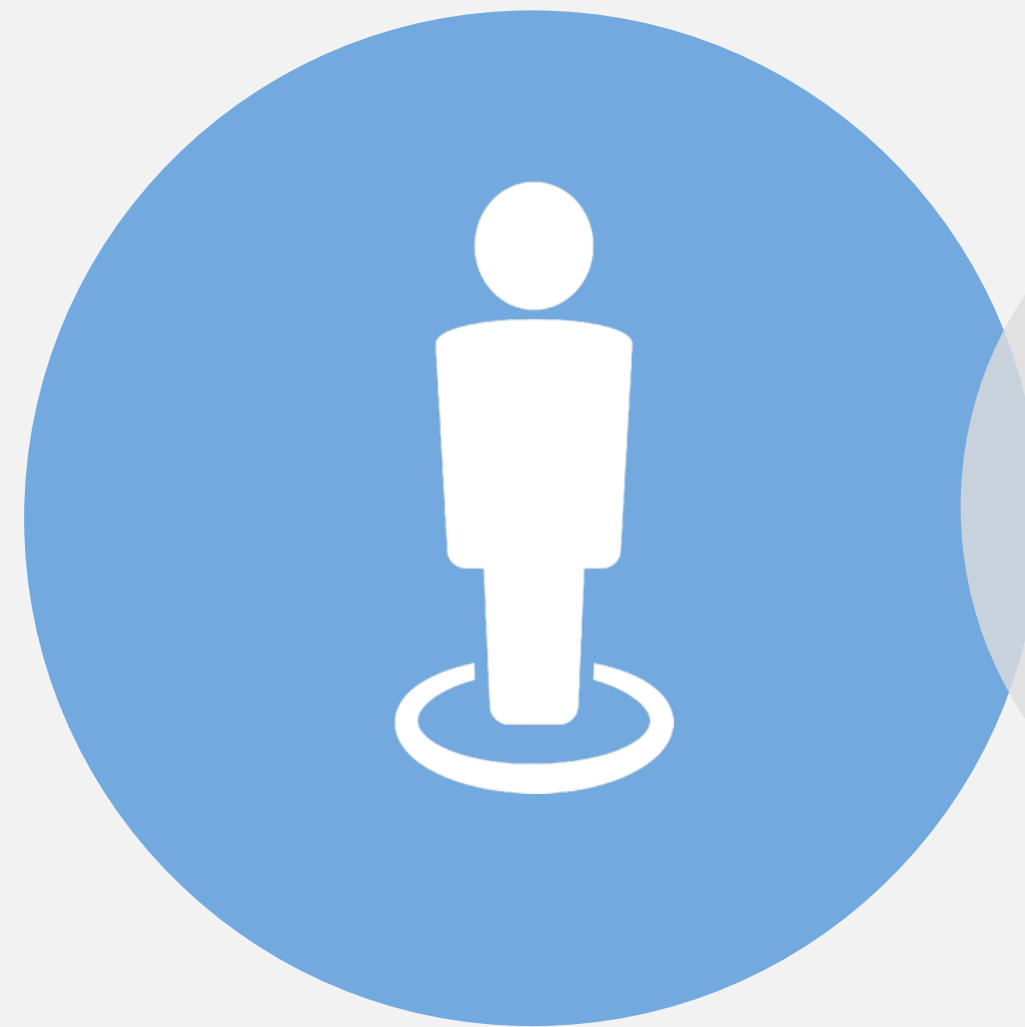
5-Pronged Approach to Profitable Growth



Active Customers

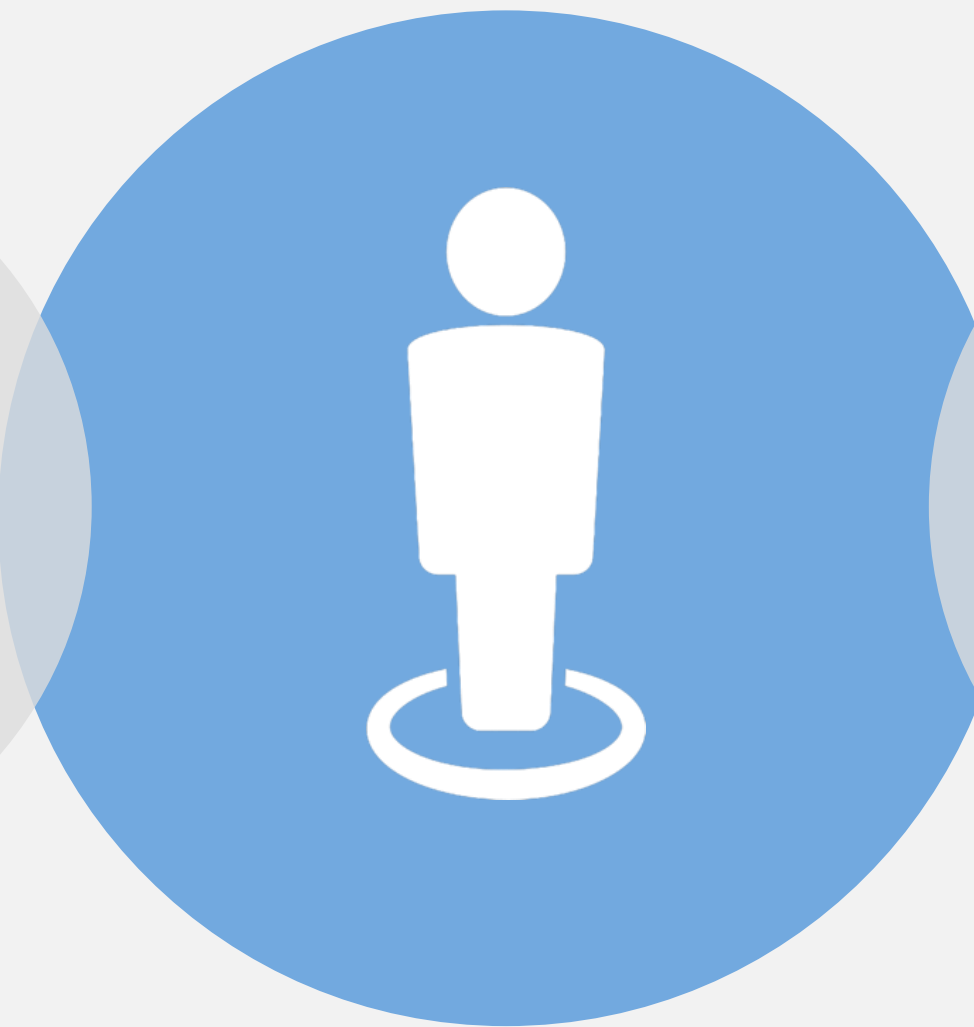
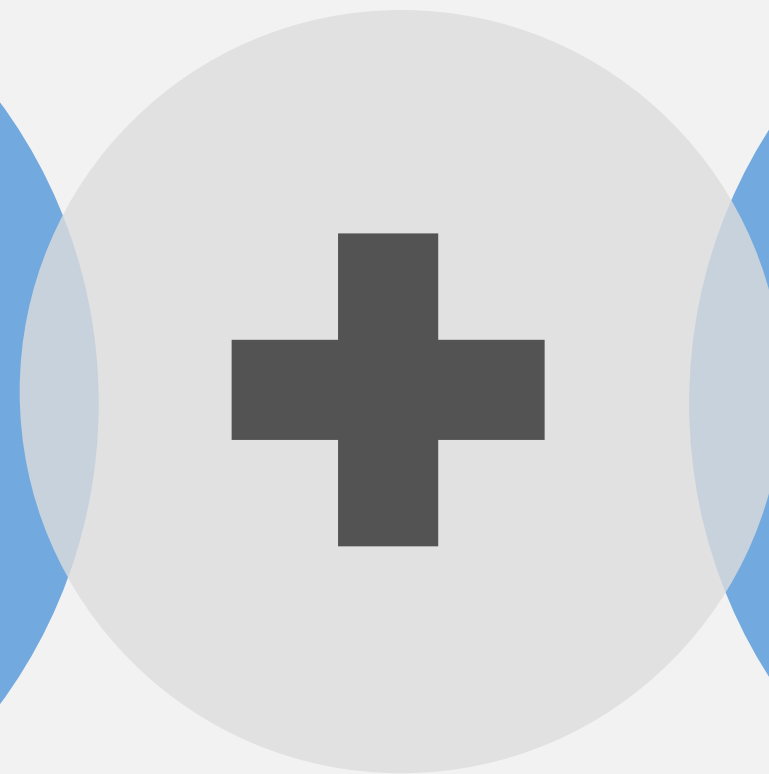
Key leading indicator for sales momentum

Brand Partners

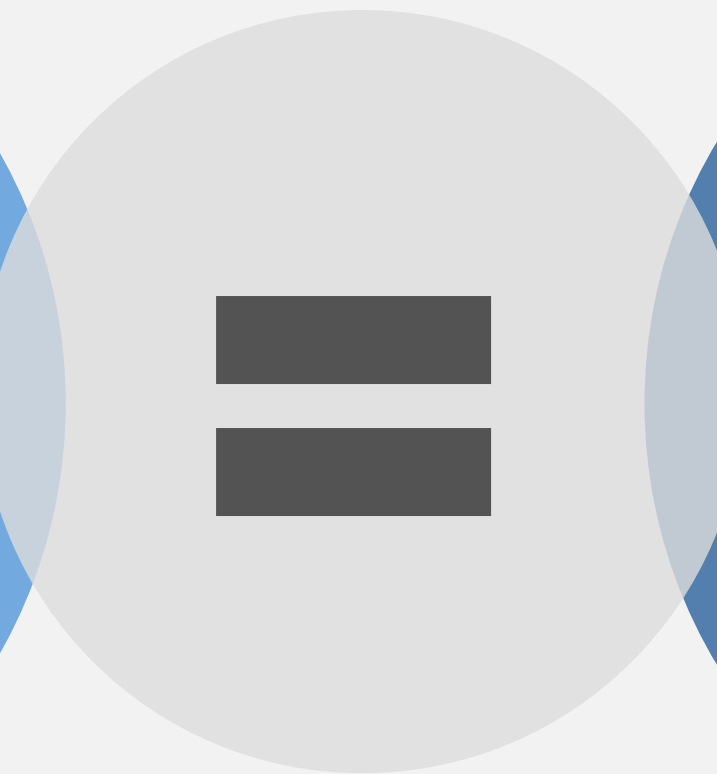


Independent distributors of USANA products who also purchase for personal use

Preferred Customers*



Customers who purchase USANA products strictly for personal use



Active Customers

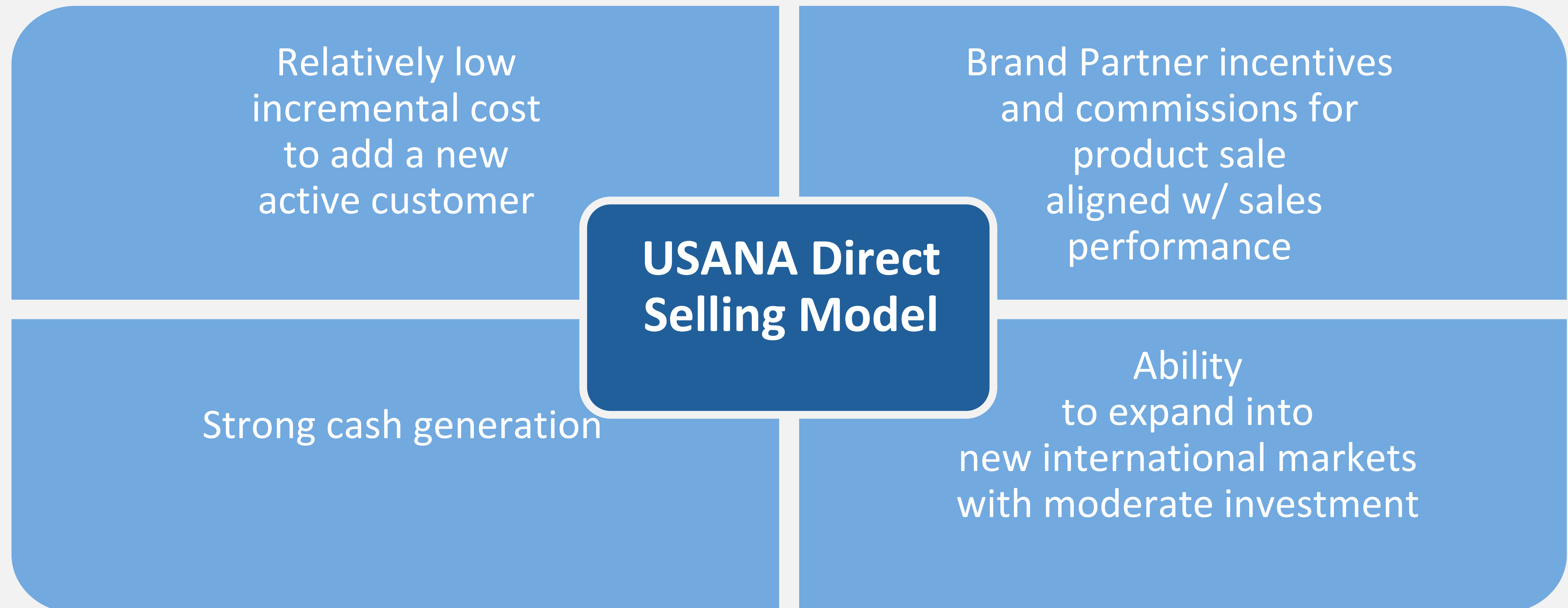


Brand Partners and **Preferred Customers** who have purchased from USANA any time during the most recent three-month period

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

Direct Selling Model: A Key Driver of Operating Leverage

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



In-House Manufacturing: A Key Differentiator

69% of products are manufactured in-house

- Increased operational and financial flexibility
- Flexibility in supply chain management

GMP manufacturing facility is designed to pharmaceutical standards

- Compliant with applicable manufacturing regulations and standards, including Good Manufacturing Practices



High-Quality, Science-Based Products...

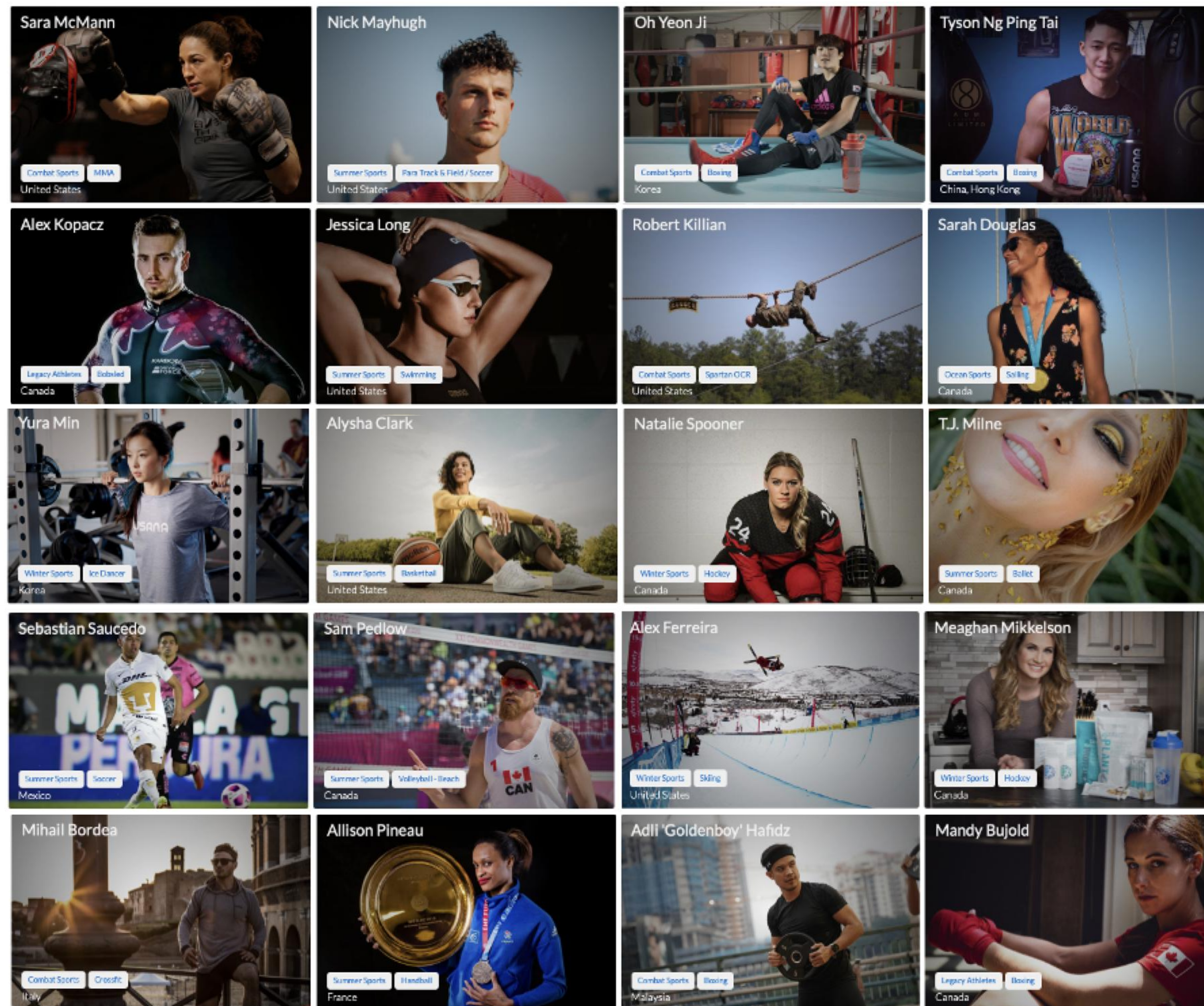
Product formulations based on the latest scientific research

- On-site R&D labs and facilities
- 60+ scientists on staff

Highest quality raw ingredients for optimal bioavailability

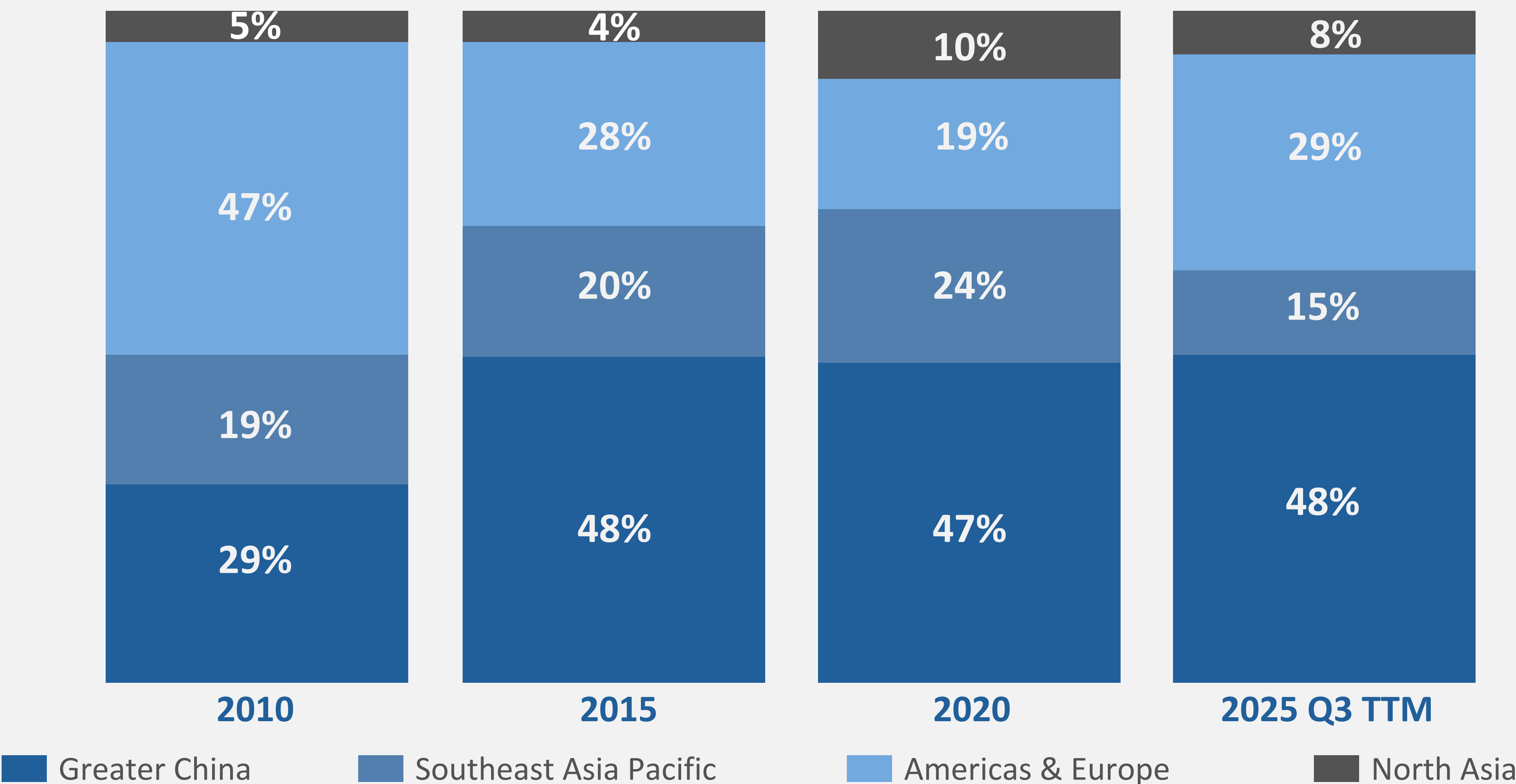


...Trusted by Professional and Olympic Athletes



Expanding International Presence

Sales Portfolio Mix



Numbers may not sum to 100% due to rounding

Global Growth Strategy



Active Customers



PRODUCTS

- Enhance our existing science-focused product portfolio
- Faster and more agile in new product releases
- Tailor product releases to meet local demands



OPPORTUNITY

- Deliver a rewarding compensation plan with a Brand Partner-first approach
- Increased opportunities for Brand Partner engagement (events, meetings, reward trips)



BRAND/STORY

- Ongoing enhancements to improve the customer shopping experience
- Enhance Brand Partner onboarding and training tools
- Extend social media reach

International Expansion

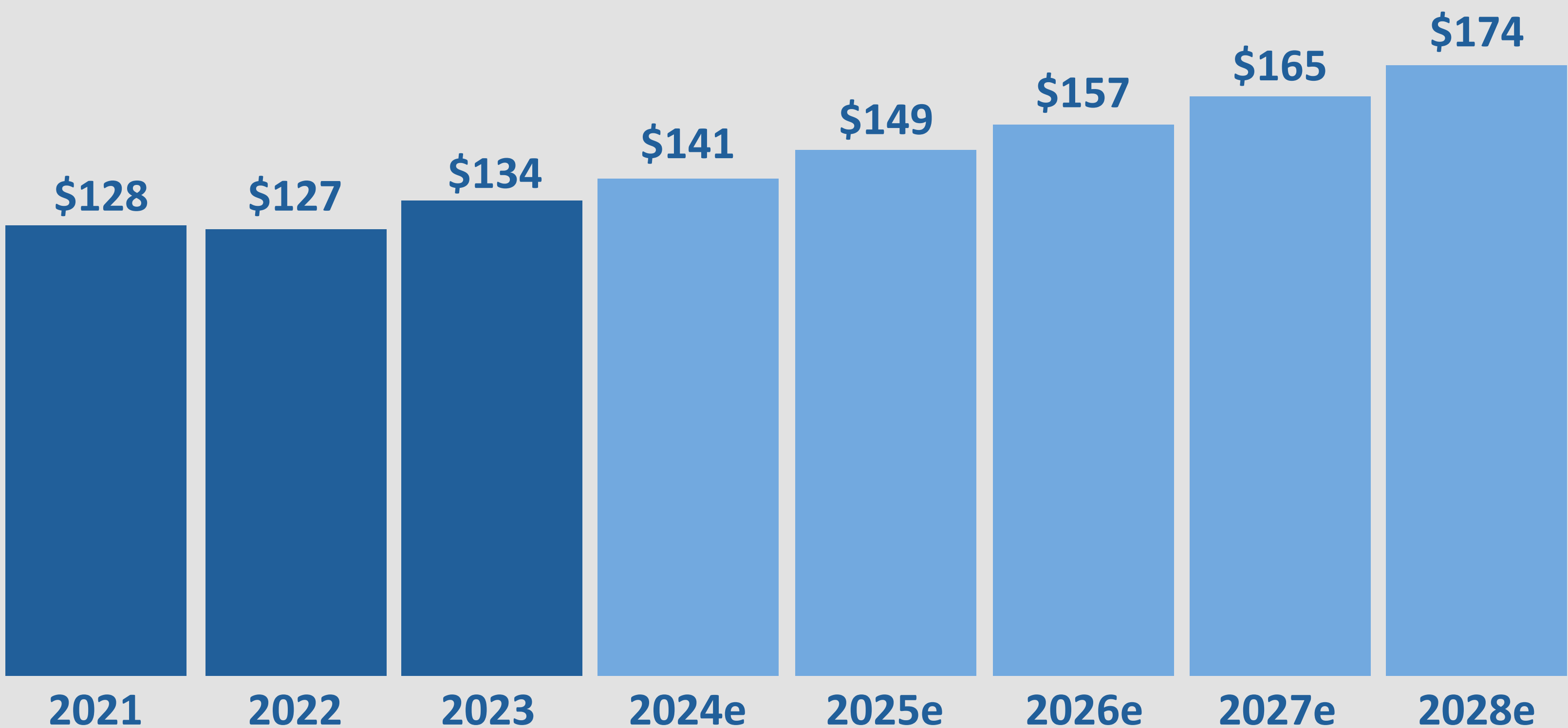
Entry Into New Markets Increases our Addressable Market

Currently operating in
25 markets

Approximately 82% of
USANA's net sales are
generated outside
the United States

Expanded into India
in late 2023

Global Vitamins & Supplements Market (\$B)



Source: Euromonitor International

Strategic Collaborations and Acquisitions



FOCUS AREAS



Holistic approach
to health &
wellness



Vertical
integration



Product
and core
competency
expansion



Geographic
expansion



Channel
diversification

DIRECT TO CONSUMER



Acquisition of Hiya Health Products is a Compelling Strategic Fit

1

Fast-Growing, Emerging Leader in the Children's Health and Wellness Market

2

Channel Expansion into Direct-to-Consumer Wellness Market with a Leading and Proven Brand

3

Strengthens USANA's Financial Profile

4

Presents Opportunity to Accelerate Growth and Enhance Profitability by Leveraging Synergies

5

Expands USANA's Business in the United States

Hiya Accelerates USANA's Vision



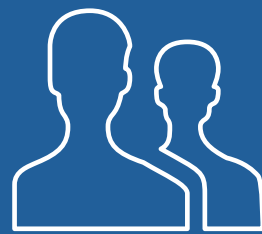
Aligned
Company
Visions

Creating the Healthiest
Family on Earth



High-Quality,
Premium
Products

Commitment to Innovative, Premium
Nutrition and Wellness Products



Health-Focused
Customer Base

Increases Active
Customer Base



Children's
Wellness
Category

Immediate Impact In The
Children's Nutrition Market



Hiya is Reimagining Children's Health and Wellness



FOUNDED in 2020 with the vision of bringing “better-for-you” to children’s health and wellness products.

HIYA’S next-generation products deliver clean, honest ingredients that discerning parents demand, combined with great taste and high engagement that kids love!

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

Diversified Marketing

Influencers

Collaborations

Podcasts

Instagram

Google

Facebook

Tik Tok

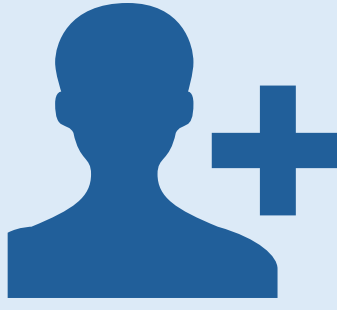
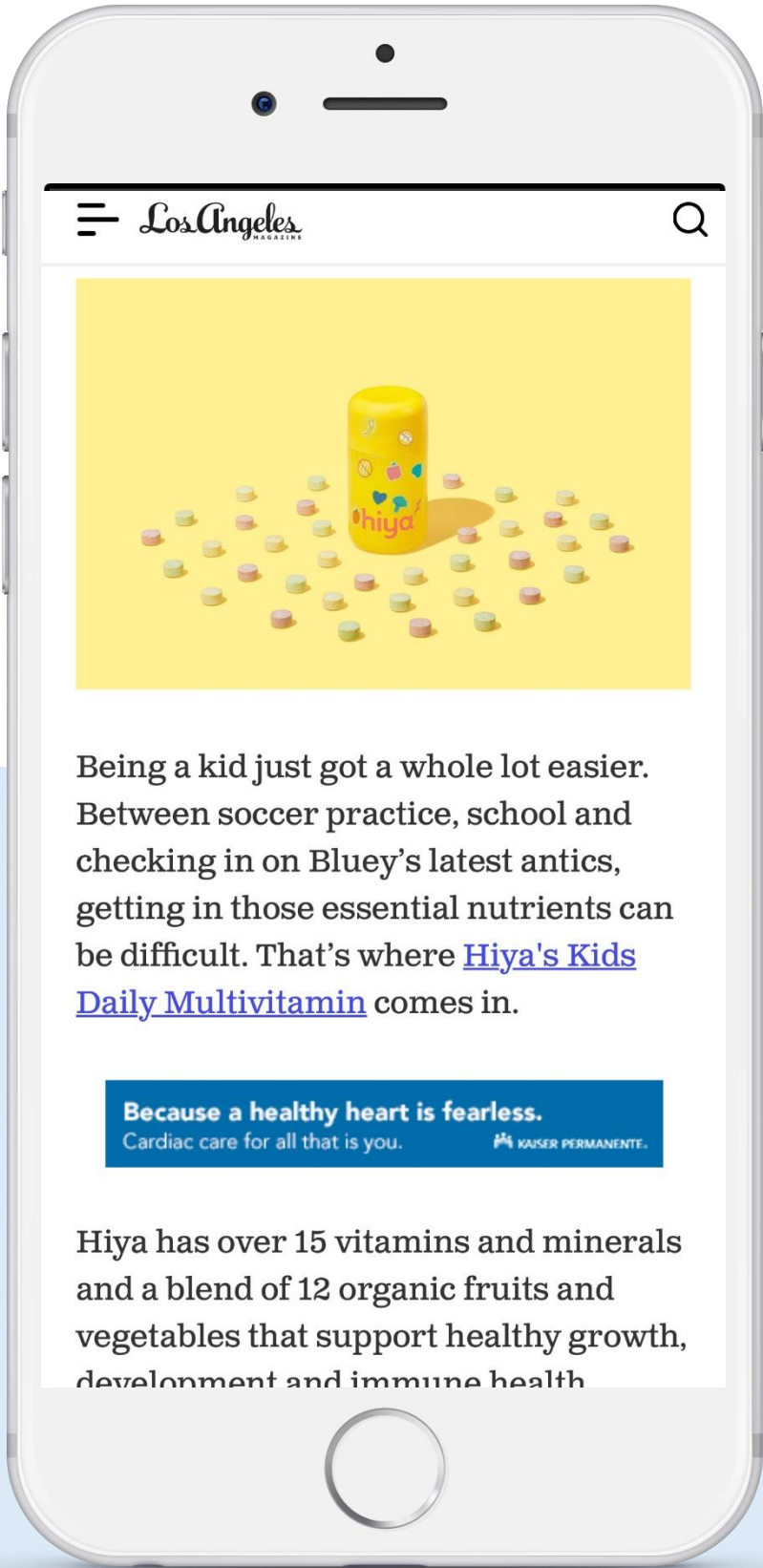
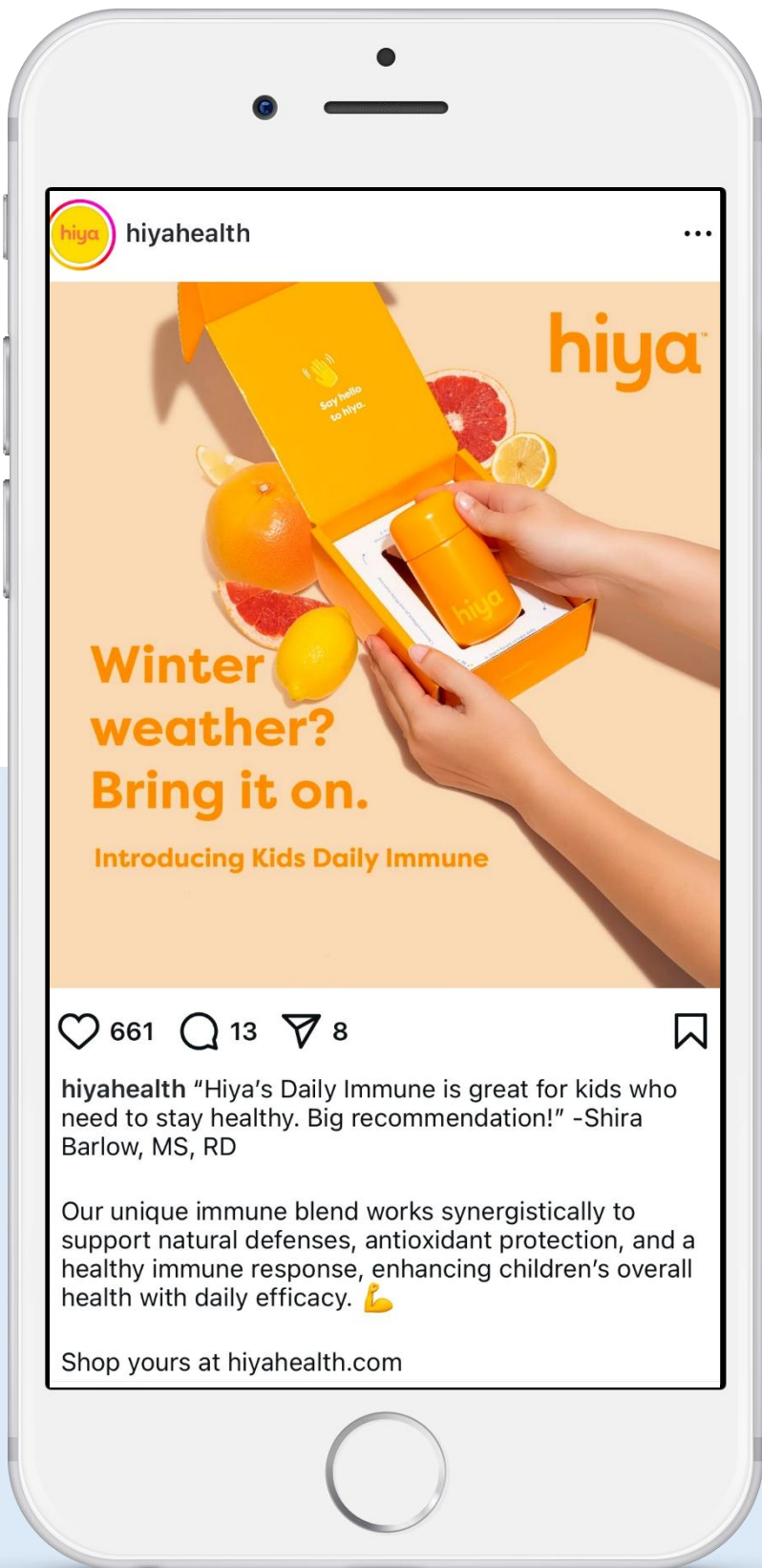
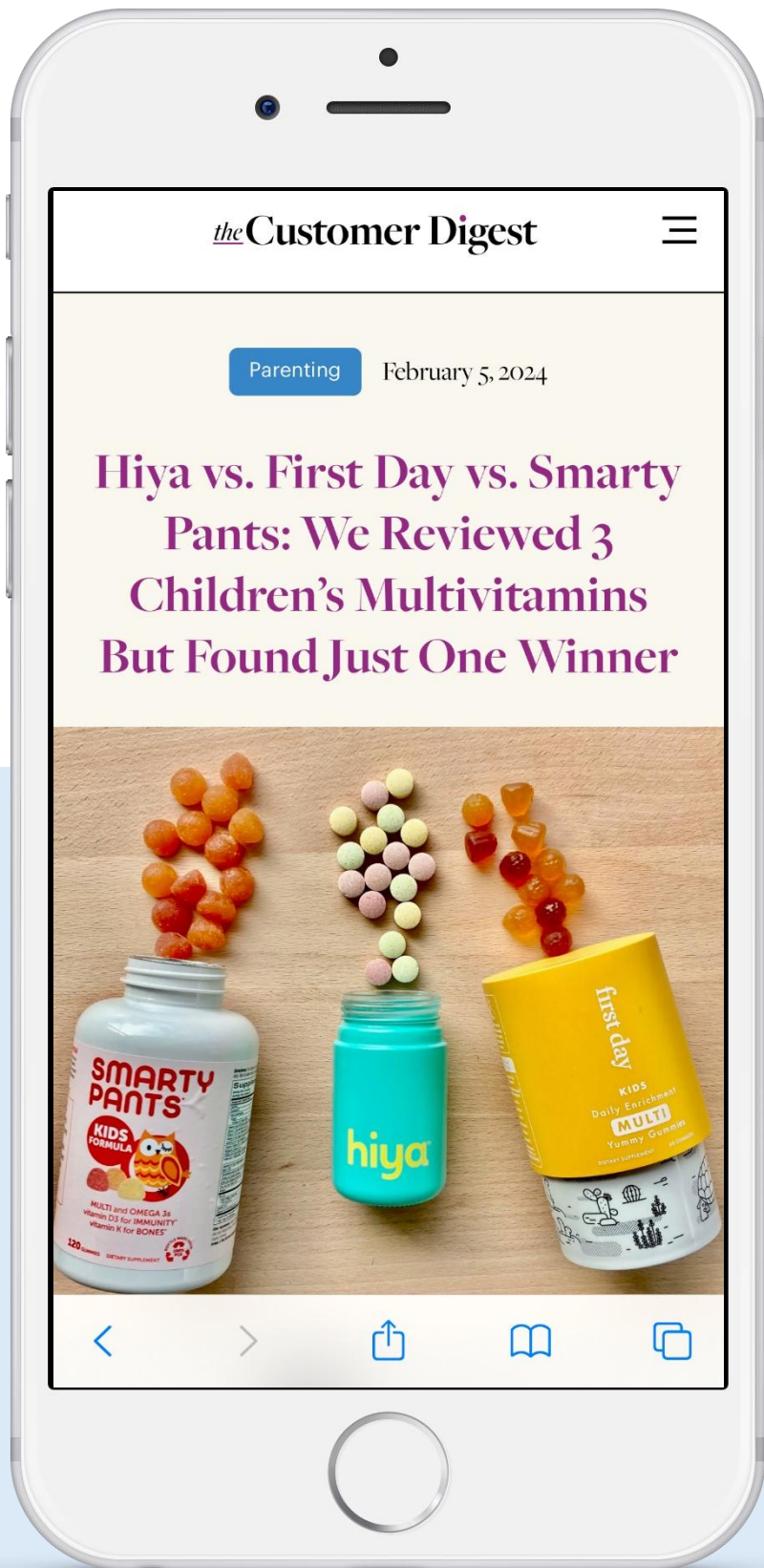
Meta

Advertorial

Branded Ads

Direct Mail

Display Ads



The Hiya Subscription Model



PREDICTABLE REVENUE

Subscriptions provide a steady, predictable income stream, making it easier to manage cash flow and plan for growth



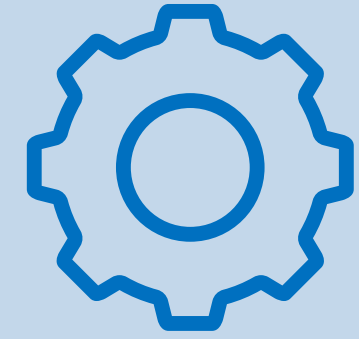
STRONG CUSTOMER RELATIONSHIPS

The ongoing nature of subscriptions fosters stronger relationships with customers by making it easier for them to receive products regularly, which leads to higher retention rates and loyalty



COST EFFICIENCIES

Hiya's subscription business model focuses on retaining existing subscribers, which lowers expenses on acquiring new customers



OPERATIONAL BENEFITS

Hiya's subscription model provides rich data on customer preferences and behaviors, which enables personalized offerings, efficient marketing and data-driven innovation insights

Future Hiya Growth Initiatives



Provide the ultimate “Kidsperience” through new products and new brand collaborations.

Increase availability through other online marketplaces and select retail partners.

Leverage USANA’s expertise to expand into new geographic markets.

FINANCIAL HIGHLIGHTS



Debt-Free Balance Sheet

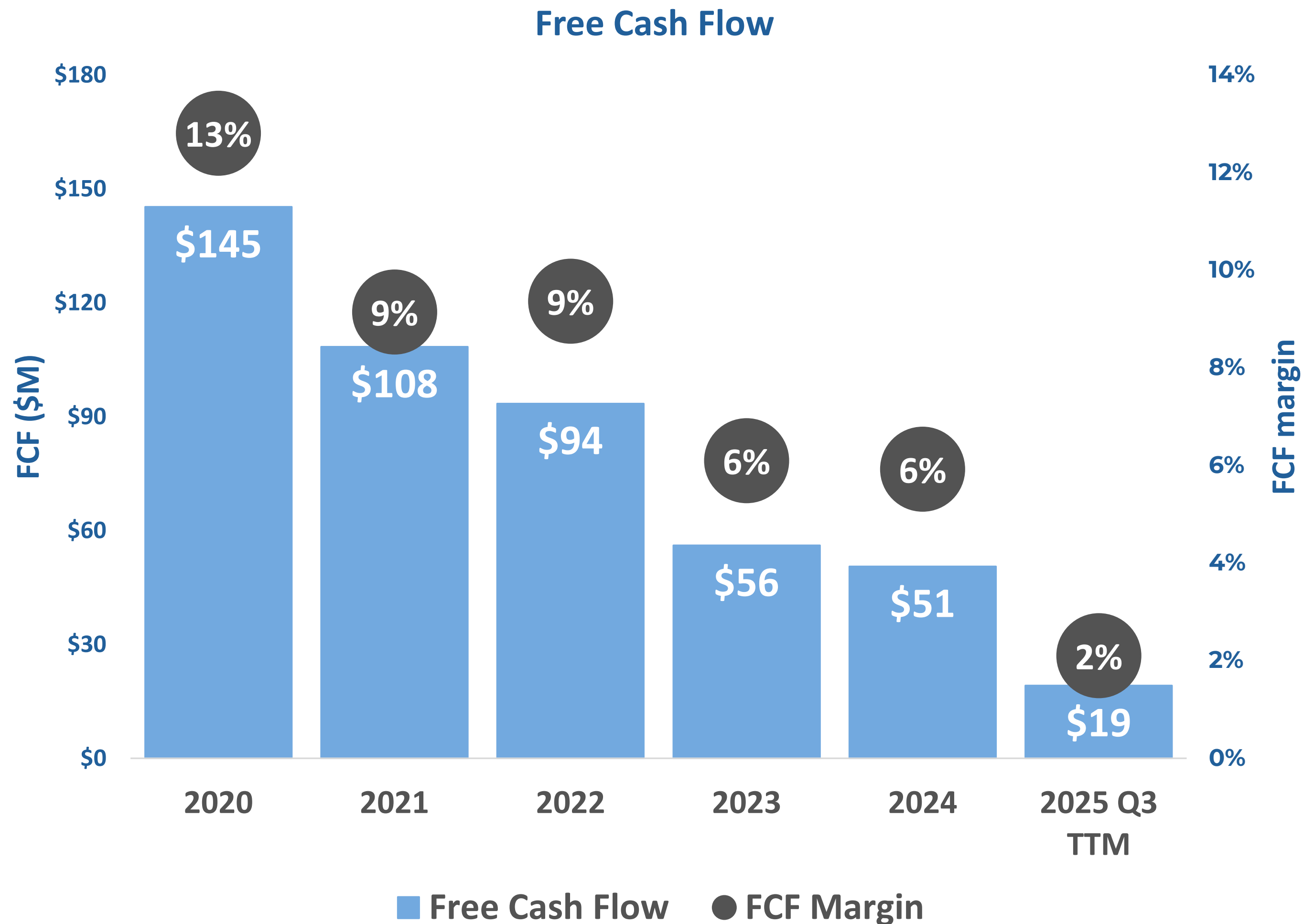
Strong Net Cash Position

	2020	2021	2022	2023	2024	2025 Q3
CASH	\$312	\$240	\$288	\$330	\$182	\$145
TOTAL DEBT	\$0	\$0	\$0	\$1	\$23	\$0

\$ millions

Healthy Free Cash Flow Generation

Low Capex Requirements (1-2% of net sales)



Capital Allocation Priorities

- 1. Internal investment/Organic growth
- 2. Acquisitions/Partnerships
- 3. Share repurchases

	2020	2021	2022	2023	2024	2025 YTD
SHARE REPURCHASES	\$57	\$178	\$25	\$12	\$9	\$28
ACQUISITIONS	\$0	\$0	\$7	\$0	\$203	\$0
DIVIDENDS	\$0	\$0	\$0	\$0	\$0	\$0

\$ millions



USANA®

Appendix



Fiscal Year 2025 Guidance

	Estimate
NET SALES	\$920 million
NET EARNINGS	\$15 million
DILUTED EPS	\$0.78
ADJUSTED DILUTED EPS	\$1.73
ADJUSTED EBITDA	\$98 million

Income Statement

USANA Health Sciences, Inc.
Consolidated Statements of Operations
(in thousands, except per share data)
(unaudited)

	Quarter Ended	
	27-Sep-25	28-Sep-24
Net sales	\$ 213,670	\$ 200,221
Cost of sales	48,815	39,257
Gross profit	164,855	160,964
Operating expenses:		
Associate incentives	77,684	84,068
Selling, general and administrative	85,947	61,295
Earnings from operations	1,224	15,601
Other income (expense), net	570	3,007
Earnings before income taxes	1,794	18,608
Income taxes	8,456	8,001
Net (loss) earnings	\$ (6,662)	\$ 10,607
Less (net earnings) loss attributable to non-controlling interest	140	-
Net (loss) earnings attributable to USANA	<u>\$ (6,522)</u>	<u>\$ 10,607</u>
(Loss) earnings per share - diluted	\$ (0.36)	\$ 0.56
Weighted average shares outstanding - diluted	18,293	19,083

Balance Sheet

USANA Health Sciences, Inc.
Consolidated Balance Sheets
(in thousands)
(unaudited)

	As of 27-Sep-25	As of 28-Dec-24
ASSETS		
Current Assets		
Cash and cash equivalents	\$ 145,349	\$ 181,768
Inventories	90,781	69,735
Prepaid expenses and other current assets	27,935	27,684
Total current assets	264,065	279,187
Property and equipment, net	96,212	94,565
Goodwill	144,288	144,168
Intangible assets, net	138,159	151,823
Deferred tax assets	24,157	19,644
Other assets*	59,710	58,806
Total assets	<u>\$ 726,591</u>	<u>\$ 748,193</u>
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current Liabilities		
Accounts payable	\$ 17,095	\$ 11,984
Line of credit - short term	-	23,000
Other current liabilities	101,569	104,641
Total current liabilities	118,664	139,625
Deferred tax liabilities	4,467	4,073
Other long-term liabilities	21,907	18,163
Non-controlling interest	53,479	54,223
Stockholders' equity	528,074	532,109
Total liabilities and stockholders' equity	<u>\$ 726,591</u>	<u>\$ 748,193</u>

**Includes noncurrent inventories of \$2,929 and \$2,688 as of 27-Sep-25 and 28-Dec-24, respectively. Total inventories were \$97,805 and \$72,424 as of 27-Sep-25 and 28-Dec-24, respectively.*

Key Financial Metrics

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

	Quarter Ended							
	September 27, 2025		September 28, 2024		Change from prior year		Currency impact on sales	% change excluding currency impact
Asia Pacific								
Greater China	\$	92,571	43.3%	\$	102,261	51.1%	\$ (9,690) (9.5%)	\$ 504 (10.0%)
Southeast Asia Pacific		29,178	13.7%		37,267	18.6%	(8,089) (21.7%)	393 (22.8%)
North Asia		17,690	8.3%		20,541	10.2%	(2,851) (13.9%)	(403) (11.9%)
Asia Pacific Total		139,439	65.3%		160,069	79.9%	(20,630) (12.9%)	494 (13.2%)
Americas and Europe		43,385	20.3%		40,152	20.1%	3,233 8.1%	72 7.9%
Total USANA		182,824	85.6%		200,221	100.0%	(17,397) (8.7%)	566 (9.0%)
Hiya		30,846	14.4%		-	0.0%	30,846	-
Consolidated Total	\$	213,670	100.0%	\$	200,221	100.0%	\$ 13,449 6.7%	\$ 566 6.4%

Direct Selling Active Brand Partners by Region (1)
(unaudited)

	As of			
	September 27, 2025		September 28, 2024	
Asia Pacific				
Greater China	61,000	36.3%	65,000	34.6%
Southeast Asia Pacific	43,000	25.6%	52,000	27.6%
North Asia	27,000	16.1%	28,000	14.9%
Asia Pacific Total	131,000	78.0%	145,000	77.1%
Americas and Europe	37,000	22.0%	43,000	22.9%
	168,000	100.0%	188,000	100.0%

Direct Selling Active Preferred Customers by Region (2)
(unaudited)

	As of			
	September 27, 2025		September 28, 2024	
Asia Pacific				
Greater China	149,000	67.7%	178,000	67.4%
Southeast Asia Pacific	18,000	8.2%	24,000	9.1%
North Asia	10,000	4.6%	13,000	4.9%
Asia Pacific Total	177,000	80.5%	215,000	81.4%
Americas and Europe	43,000	19.5%	49,000	18.6%
	220,000	100.0%	264,000	100.0%

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

Operating Results as a Percentage of Net Sales

(unaudited)

	Quarter Ended					
	27-Sep-25			28-Sep-24		
	Direct selling & Other	Hiya direct-to- consumer	Consolidated	Direct selling & Other	Hiya direct-to- consumer	Consolidated
Net sales	100.0%	100.0%	100.0%	100.0%	N/A	100.0%
Cost of sales	20.7%	35.6%	22.8%	19.6%	N/A	19.6%
Gross profit	79.3%	64.4%	77.2%	80.4%	N/A	80.4%
Operating expenses:						
Brand Partner incentives	42.5%	—%	36.4%	42.0%	N/A	42.0%
Selling, general and administrative	35.8%	66.5%	40.2%	30.6%	N/A	30.6%
Total operating expenses	78.3%	66.5%	76.6%	72.6%	N/A	72.6%
Earnings (loss) from operations	1.0%	-2.1%	0.6%	7.8%	N/A	7.8%
Amortization of acquired intangible assets	0.2%	14.5%	2.2%	0.1%	N/A	0.1%

Reconciliation of Diluted (Loss) Earnings Per Share (GAAP) to Adjusted Diluted (Loss) Earnings Per Share (non-GAAP)

(in thousands, except per share data)
(unaudited)

	Quarter Ended		Nine Months Ended	
	September 27, 2025	September 28, 2024	September 27, 2025	September 28, 2024
Net (loss) earnings attributable to USANA (GAAP)	\$ (6,522)	\$ 10,607	\$ 12,535	\$ 37,576
Earnings (loss) per common share - Diluted (GAAP)	\$ (0.36)	\$ 0.56	\$ 0.67	\$ 1.96
Weighted average common shares outstanding - Diluted	18,293	19,083	18,671	19,181
Adjustment to net (loss) earnings:				
Transaction, integration and transition costs - Hiya	\$ 179	\$ -	\$ 871	\$ -
Inventory step-up - Hiya	-	-	1,126	-
Amortization of intangible assets - Hiya	4,455	-	13,366	-
Adjustments to net (loss) earnings attributable to noncontrolling interest	(941)	-	(3,066)	-
Income tax effect of adjustments to net (loss) earnings	-	-	(4)	-
Adjusted net (loss) earnings attributable to USANA	\$ (2,829)	\$ 10,607	\$ 24,828	\$ 37,576
Adjusted (loss) earnings per common share - Diluted	\$ (0.15)	\$ 0.56	\$ 1.33	\$ 1.96
Weighted average common shares outstanding - Diluted	18,293	19,083	18,671	19,181

Reconciliation of Net (Loss) Earnings (GAAP) to Adjusted EBITDA (non-GAAP)

(in thousands)
(unaudited)

	Quarter Ended		Nine Months Ended	
	September 27, 2025	September 28, 2024	September 27, 2025	September 28, 2024
Net (loss) earnings attributable to USANA (GAAP)	\$ (6,522)	\$ 10,607	\$ 12,535	\$ 37,576
Net (loss) earnings attributable to noncontrolling interest	(140)	-	537	-
Net (loss) earnings	\$ (6,662)	\$ 10,607	\$ 13,072	\$ 37,576
Adjustments:				
Income taxes	8,456	8,001	24,278	28,346
Interest (income) expense	(529)	(3,093)	(1,201)	(8,429)
Depreciation and amortization	5,112	5,559	16,050	16,345
Amortization of intangible assets - Hiya	4,455	-	13,366	-
Earnings before interest, taxes, depreciation, and amortization (EBITDA)	10,832	21,074	65,565	73,838
Add EBITDA adjustments:				
Non-cash share-based compensation	3,576	3,542	10,078	10,945
Transaction, integration and transition costs - Hiya	179	-	871	-
Inventory step-up - Hiya	-	-	1,126	-
Consolidated adjusted EBITDA	14,587	24,616	77,640	84,783
Less: Adjusted EBITDA attributable to noncontrolling interest	(804)	-	(3,604)	-
Adjusted EBITDA attributable to USANA	\$ 13,783	\$ 24,616	\$ 74,036	\$ 84,783