

REFINITIV

DELTA REPORT

10-Q

USNA - USANA HEALTH SCIENCES INC

10-Q - MARCH 30, 2024 COMPARED TO 10-Q - SEPTEMBER 30, 2023

The following comparison report has been automatically generated

TOTAL DELTAS 483

 CHANGES 120

 DELETIONS 194

 ADDITIONS 169

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 10-Q

(Mark One)

QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
For the quarterly period ended **September 30, 2023** **March 30, 2024**

or

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
For the transition period from _____ to _____

Commission file number: 001-35024

USANA HEALTH SCIENCES, INC.

(Exact name of registrant as specified in its charter)

Utah

(State or other jurisdiction
of incorporation or organization)

87-0500306

(I.R.S. Employer
Identification No.)

3838 West Parkway Blvd., Salt Lake City, Utah 84120
(Address of principal executive offices) (Zip Code)

(801) 954-7100
(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock	USNA	New York Stock Exchange

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (\$232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer	<input checked="" type="checkbox"/>	Accelerated filer	<input type="checkbox"/>
Non-accelerated filer	<input type="checkbox"/>	Smaller reporting company	<input type="checkbox"/>
		Emerging growth company	<input type="checkbox"/>

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes No

As of **November May 3, 2023** **2024**, there were **19,129,806** **19,050,568** outstanding shares of the registrant's common stock, \$0.001 par value.

Auditor Name: KPMG LLP

Auditor Location: Salt Lake City, Utah

Auditor Firm ID: 185

USANA HEALTH SCIENCES, INC.

FORM 10-Q

For the Quarterly Period Ended **September 30, 2023** **March 30, 2024**

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Cautionary Note Regarding Forward-Looking Statements and Certain Risks

This report contains "forward-looking statements" within the meaning of the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended (the "Exchange Act"). All statements other than statements of historical fact are "forward-looking statements" for purposes of federal and state securities laws, including any projections of earnings, revenue or other financial items; any statements of the plans, strategies and objectives of management for future operations; any statements concerning proposed new products; any statements regarding future economic conditions or performance; any statements of belief; and any statements of assumptions underlying any of the foregoing. Forward-looking statements may include, but are not limited to, statements regarding future financial results, long-term value creation goals, productivity, raw material prices and related costs, supply chain, asset impairment, litigation, sustainability and environmental, social and governance ("ESG") efforts, [compliance with current or proposed international laws and regulations](#), the impact of COVID-19, [or other pandemics, or geopolitical tensions, conflicts, or wars](#) on our operations. Forward-looking statements can be identified by words such as: "anticipate," "intend," "plan," "seek," "believe," "project," "estimate," "expect," "strategy," "future," "likely," "may," "should," "will" and similar references to future periods. Forward-looking statements are neither historical facts nor assurances of future performance. Instead, they are based only on our current beliefs, expectations and assumptions regarding the future of our business, future plans and strategies, projections, anticipated events and trends, the economy and other future conditions. Because forward-looking statements relate to the future, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict and many of which are outside of our control. Our actual results and financial condition may differ materially from those indicated in the forward-looking statements. Therefore, you should not rely unduly on forward-looking statements.

Although we believe that the expectations reflected in our forward-looking statements are reasonable, actual results could differ materially from those we project or assume in our forward-looking statements. Our future financial condition and results of operations, as well as any forward-looking statements, are subject to change and to inherent risks and uncertainties, such as those disclosed or incorporated by reference in our filings with the Securities and Exchange Commission ("SEC"). Any forward-looking statement made by us in this report is based only on information currently available to us and speaks only as of the date hereof. We undertake no obligation to publicly update any forward-looking

statement, whether written or oral, that may be made from time to time, whether as a result of new information, future developments, the occurrence of unanticipated events or otherwise. Among the important factors that could cause our actual results, performance and achievements to differ materially from estimates or projections contained in our forward-looking statements in this report are the following:

- Our dependence upon the direct selling business model to distribute our products and the activities of our independent Associates;
- Extensive regulation of our business model and uncertainties relating to the interpretation and enforcement of applicable laws and regulations governing direct selling and anti-pyramiding, particularly in the United States, China, and China; other markets where we have operations;
- The operation and expansion of our business in China through our subsidiary, BabyCare Holdings, Ltd. ("BabyCare"), including risks related to (i) operating in China in general, (ii) engaging in direct selling in China, (iii) BabyCare's business model in China, (iv) new and expanded data privacy and security laws and regulations in China, and (v) changes in the Chinese economy, marketplace or consumer environment;
- Unanticipated effects of changes to our Compensation Plan;
- Challenges associated with our planned expansion into new international markets, delays in commencement of sales or product offerings in such markets, delays in compliance with local marketing or other regulatory requirements, or changes in target markets;
- Macroeconomic conditions and other factors, including inflationary pressures, slower economic growth or recession, general conditions affecting consumer spending or discretionary income, or disruptions to our supply chain;
- The continuing effects Any resurgence of the COVID-19 pandemic and its impact, which are highly unpredictable and could be significant and could harm our business, operations, and financial results;

- Political events, natural disasters, pandemics, epidemics or other health crises including, and in addition to, COVID-19, or other events that may negatively affect economic conditions, consumer spending or consumer behavior;

- Changes in the legal and regulatory environment including environmental, health and safety regulations, data security and privacy, and trade policies and tariffs, the impact of customs, duties, taxation, and transfer pricing regulations, as well as regulations governing distinctions between and our responsibilities to employees and independent contractors;
- Geopolitical tensions or conflicts, including impacts from the conflicts involving Russia and Ukraine, and Israel and Palestine, deterioration in foreign relations, as well as disputes or tensions among other countries around the world in general or among the United States, China, and other countries;
- Volatile fluctuation in the value of foreign currencies against the U.S. dollar;
- Noncompliance by us or our Associates with any data privacy or security laws or any security breach by us or a third party involving the misappropriation, loss, destruction or other unauthorized use or disclosure of confidential information;
- Shortages of raw materials, disruptions in the business of our contract manufacturers, significant price increases of key raw materials, and other disruptions to our supply chain;
- Our continued compliance with debt covenants in our Credit Facility;
- Litigation, tax, and legal compliance risk and costs, especially if materially different from the amount we expect to incur or have accrued for, and any disruptions caused by the same;
- Information technology system failures, data security breaches, data security and privacy compliance, network disruptions, and cybersecurity attacks; and
- Acquisition, divestiture, and investment-related risks, including risks associated with past or future acquisitions.

Unless otherwise indicated or otherwise required by the context, the terms "we," "our," "it," "its," "Company," and "USANA" refer to USANA Health Sciences, Inc. and its wholly owned subsidiaries.

PART I. FINANCIAL INFORMATION

Item 1. FINANCIAL STATEMENTS

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REFINITIV 

USANA HEALTH SCIENCES, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED BALANCE SHEETS
(in thousands, except par value)
(unaudited)

		As of September 30, 2023	As of December 31, 2022		
		As of March 30, 2024	As of March 30, 2024	As of December 30, 2023	
ASSETS	ASSETS				
Current assets	Current assets				
Current assets					
Current assets					
Cash and cash equivalents					
Cash and cash equivalents					
Cash and cash equivalents	Cash and cash equivalents	\$ 307,081	\$ 288,420		
Inventories	Inventories	60,081	67,089		
Prepaid expenses and other current assets	Prepaid expenses and other current assets	23,298	28,873		
Total current assets	Total current assets	390,460	384,382		
Property and equipment, net	Property and equipment, net	95,159	97,773		
Goodwill	Goodwill	16,801	17,368		
Intangible assets, net	Intangible assets, net	29,462	32,432		
Deferred tax assets	Deferred tax assets	15,135	9,799		
Other assets	Other assets	54,131	54,795		
		\$ 601,148	\$ 596,549		
		\$			
LIABILITIES AND STOCKHOLDERS' EQUITY	LIABILITIES AND STOCKHOLDERS' EQUITY				
Current liabilities	Current liabilities				
Current liabilities					
Current liabilities					
Accounts payable	Accounts payable	\$ 9,321	\$ 11,049		
Accounts payable					
Line of credit - short term					
Other current liabilities	Other current liabilities	103,238	132,784		
Total current liabilities	Total current liabilities	112,559	143,833		
Deferred tax liabilities	Deferred tax liabilities	4,747	4,071		

Other long-term liabilities	Other long-term liabilities	13,448	14,173
Stockholders' equity	Stockholders' equity		
Common stock, \$0.001 par value; Authorized -- 50,000 shares, issued and outstanding 19,122 as of September 30, 2023 and 19,206 as of December 31, 2022	19	19	
Common stock, \$0.001 par value; Authorized -- 50,000 shares, issued and outstanding 19,047 as of March 30, 2024 and 19,130 as of December 30, 2023			
Common stock, \$0.001 par value; Authorized -- 50,000 shares, issued and outstanding 19,047 as of March 30, 2024 and 19,130 as of December 30, 2023			
Common stock, \$0.001 par value; Authorized -- 50,000 shares, issued and outstanding 19,047 as of March 30, 2024 and 19,130 as of December 30, 2023			
Additional paid-in capital	Additional paid-in capital	62,152	55,604
Retained earnings	Retained earnings	428,447	391,636
Accumulated other comprehensive income (loss)	Accumulated other comprehensive income (loss)	(20,224)	(12,787)
Total stockholders' equity	Total stockholders' equity	470,394	434,472
	\$	\$ 601,148	\$ 596,549

The accompanying notes are an integral part of these statements.

USANA HEALTH SCIENCES, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
(in thousands, except per share data)
(unaudited)

	Quarter Ended		Nine Months Ended	
	September 30, 2023	October 1, 2022	September 30, 2023	October 1, 2022
	Quarter Ended			
	Quarter Ended			
	Quarter Ended			
	March 30, 2024			
	March 30, 2024			

March 30, 2024						
Net sales						
Net sales						
Net sales	Net sales	\$ 213,365	\$ 233,300	\$ 699,927	\$ 770,641	
Cost of sales	Cost of sales	42,529	46,560	134,374	147,460	
Cost of sales						
Cost of sales						
Gross profit						
Gross profit						
Gross profit	Gross profit	170,836	186,740	565,553	623,181	
Operating expenses: Operating expenses:						
Operating expenses:						
Associate incentives						
Associate incentives						
Associate incentives	Associate incentives	89,926	98,090	298,376	336,914	
Selling, general and administrative	Selling, general and administrative	63,303	66,020	198,325	201,204	
Selling, general and administrative						
Selling, general and administrative						
Total operating expenses						
Total operating expenses						
Total operating expenses	Total operating expenses	153,229	164,110	496,701	538,118	
Earnings from operations	Earnings from operations	17,607	22,630	68,852	85,063	
Earnings from operations						
Earnings from operations						
Other income (expense):						
Other income (expense):						
Other income (expense):	Other income (expense):					
Interest income	Interest income	2,733	918	6,732	2,330	
Interest income						
Interest income						
Interest expense						
Interest expense						
Interest expense	Interest expense	(43)	(32)	(117)	(160)	
Other, net	Other, net	234	(292)	375	(1,414)	
Other, net						
Other, net						
Other income (expense), net						
Other income (expense), net						
Other income (expense), net	Other income (expense), net	2,924	594	6,990	756	
Earnings before income taxes	Earnings before income taxes	20,531	23,224	75,842	85,819	
Earnings before income taxes						
Earnings before income taxes						
Income taxes	Income taxes	9,184	8,295	28,820	29,264	

Income taxes										
Income taxes										
Net earnings										
Net earnings										
Net earnings	Net earnings	\$	11,347	\$	14,929	\$	47,022	\$	56,555	
Earnings per common share	Earnings per common share									
Earnings per common share										
Earnings per common share	Basic	Basic	\$	0.59	\$	0.78	\$	2.44	\$	2.94
Basic										
Basic										
Diluted										
Diluted	Diluted	\$	0.59	\$	0.78	\$	2.43	\$	2.93	
Weighted average common shares outstanding	Weighted average common shares outstanding									
Weighted average common shares outstanding										
Weighted average common shares outstanding	Basic	Basic	19,245		19,221		19,283		19,263	
Basic										
Basic										
Diluted										
Diluted	Diluted	19,372		19,252		19,376		19,325		
Comprehensive income:	Comprehensive income:									
Comprehensive income:										
Net earnings										
Net earnings										
Net earnings	Net earnings	\$	11,347	\$	14,929	\$	47,022	\$	56,555	
Other comprehensive income (loss), net of tax:	Other comprehensive income (loss), net of tax:									
Other comprehensive income (loss), net of tax:										
Other comprehensive income (loss), net of tax:										
Foreign currency translation adjustment	Foreign currency translation adjustment									
Foreign currency translation adjustment										
Foreign currency translation adjustment	Foreign currency translation adjustment									
Foreign currency translation adjustment										
Tax benefit (expense) related to foreign currency translation adjustment	Tax benefit (expense) related to foreign currency translation adjustment									
Tax benefit (expense) related to foreign currency translation adjustment										
Tax benefit (expense) related to foreign currency translation adjustment	(1,933)			(11,677)		(8,236)		(24,040)		
Tax benefit (expense) related to foreign currency translation adjustment										
Tax benefit (expense) related to foreign currency translation adjustment										
Tax benefit (expense) related to foreign currency translation adjustment	185			1,134		799		3,583		
Tax benefit (expense) related to foreign currency translation adjustment										

Tax benefit (expense) related to foreign currency translation adjustment					
Other comprehensive income (loss), net of tax					
Other comprehensive income (loss), net of tax					
Other comprehensive income (loss), net of tax	Other comprehensive income (loss), net of tax	(1,748)	(10,543)	(7,437)	(20,457)
Comprehensive income	Comprehensive income	\$ 9,599	\$ 4,386	\$ 39,585	\$ 36,098
Comprehensive income					
Comprehensive income					

The accompanying notes are an integral part of these statements.

USANA HEALTH SCIENCES, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY
(in thousands)
(unaudited)

For the nine months ended October 1, 2022

	Common Stock		Additional Paid-in Capital	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Total
	Shares	Value				
Balance at January 1, 2022	19,393	\$ 19	\$ 50,010	\$ 344,637	\$ 458	\$ 395,124
Net earnings				56,555		56,555
Other comprehensive income (loss), net of tax					(20,457)	(20,457)
Equity-based compensation expense			9,815			9,815
Common stock repurchased and retired	(288)	—	(3,031)	(22,351)		(25,382)
Common stock issued under equity award plans	93	—				—
Tax withholding for net-share settled equity awards			(4,556)			(4,556)
Balance at October 1, 2022	19,198	\$ 19	\$ 52,238	\$ 378,841	\$ (19,999)	\$ 411,099

For the nine months ended September 30, 2023

	Common Stock		Additional Paid-in Capital	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Total
	Shares	Value				
Balance at December 31, 2022	19,206	\$ 19	\$ 55,604	\$ 391,636	\$ (12,787)	\$ 434,472
Net earnings				47,022		47,022
Other comprehensive income (loss), net of tax					(7,437)	(7,437)
Equity-based compensation expense			10,952			10,952
Common stock repurchased and retired	(180)	—	(1,446)	(10,211)		(11,657)
Common stock issued under equity award plans	96	—				—
Tax withholding for net-share settled equity awards			(2,958)			(2,958)
Balance at September 30, 2023	19,122	\$ 19	\$ 62,152	\$ 428,447	\$ (20,224)	\$ 470,394

The accompanying notes are an integral part of these statements.

USANA HEALTH SCIENCES, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY
(in thousands)
(unaudited)

For the three months ended **October 1, 2022** **April 1, 2023**

	Common Stock		Accumulated Other		
	Shares	Value	Paid-in	Retained Earnings	Comprehensive Income (Loss)
			Capital	Total	
Balance at July 2, 2022	19,196	\$ 19	\$ 49,206	\$363,912	\$ (9,456) \$403,681

	Common Stock		Common Stock	Additional Paid-in Capital	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Total
Shares							
Balance at December 31, 2022							
Balance at December 31, 2022							
Net earnings	Net earnings		14,929		14,929		
Other comprehensive income (loss), net of tax	Other comprehensive income (loss), net of tax			(10,543)	(10,543)		
Equity-based compensation expense	Equity-based compensation expense		3,076		3,076		
Common stock issued under equity award plans	Common stock issued under equity award plans	2	—		—		
Common stock issued under equity award plans							
Common stock issued under equity award plans							
Tax withholding for net-share settled equity awards	Tax withholding for net-share settled equity awards		(44)		(44)		
Balance at October 1, 2022	19,198	\$ 19	\$ 52,238	\$378,841	\$ (19,999) \$411,099		
Balance at April 1, 2023							

For the three months ended **September 30, 2023** **March 30, 2024**

	Common Stock		Accumulated Other		
	Shares	Value	Paid-in	Retained Earnings	Comprehensive Income (Loss)
			Capital	Total	
Balance at July 1, 2023	19,298	\$ 19	\$ 59,970	\$427,311	\$ (18,476) \$468,824

	Common Stock		Common Stock	Additional Paid-in Capital	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Total
Shares							
Balance at December 30, 2023							

Balance at December 30, 2023					
Balance at December 30, 2023					
Net earnings	Net earnings		11,347		11,347
Other comprehensive income (loss), net of tax	Other comprehensive income (loss), net of tax			(1,748)	(1,748)
Equity-based compensation expense	Equity-based compensation expense		3,670		3,670
Common stock repurchased and retired	Common stock repurchased and retired	(180)	—	(1,446)	(10,211)
Common stock issued under equity award plans	Common stock issued under equity award plans	4	—		—
Tax withholding for net-share settled equity awards	Tax withholding for net-share settled equity awards		(42)		(42)
Balance at September 30, 2023		19,122	\$ 19	\$ 62,152	\$ 428,447
					\$ (20,224)
Balance at March 30, 2024					\$ 470,394

The accompanying notes are an integral part of these statements.

USANA HEALTH SCIENCES, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS
(in thousands)
(unaudited)

		Nine Months Ended		Three Months Ended	
		September 30, 2023	October 1, 2022		
Cash flows from operating activities	Cash flows from operating activities				
Net earnings	Net earnings	\$ 47,022	\$ 56,555		
Net earnings					
Net earnings					
Adjustments to reconcile net earnings to net cash provided by (used in) operating activities	Adjustments to reconcile net earnings to net cash provided by (used in) operating activities				
Depreciation and amortization					
Depreciation and amortization					

Depreciation and amortization	Depreciation and amortization	9,790	10,101
Right-of-use asset amortization	Right-of-use asset amortization	5,734	6,057
(Gain) loss on sale of property and equipment	(Gain) loss on sale of property and equipment	12	138
Equity-based compensation expense	Equity-based compensation expense	10,952	9,815
Deferred income taxes	Deferred income taxes	(4,218)	(8,314)
Inventory write-down			
Changes in operating assets and liabilities:	Changes in operating assets and liabilities:		
Inventories			
Inventories	Inventories	3,403	14,241
Prepaid expenses and other assets	Prepaid expenses and other assets	5,116	1,160
Accounts payable	Accounts payable	(2,357)	(2,742)
Other liabilities	Other liabilities	(30,836)	(23,572)
Net cash provided by (used in) operating activities	Net cash provided by (used in) operating activities	44,618	63,439
Cash flows from investing activities	Cash flows from investing activities		
Proceeds from the settlement of net investment hedges	Proceeds from the settlement of net investment hedges	3,775	4,555
Payments for net investment hedge	Payments for net investment hedge	(1,271)	—
Payments to acquire businesses	Payments to acquire businesses	—	(6,532)
Payments for net investment hedge			
Payments for net investment hedge			
Proceeds from sale of property and equipment			
Proceeds from sale of property and equipment	Proceeds from sale of property and equipment	13	4
Purchases of property and equipment	Purchases of property and equipment	(7,170)	(7,115)

Net cash provided by (used in) investing activities	Net cash provided by (used in) investing activities	(4,653)	(9,088)
Cash flows from financing activities	Cash flows from financing activities		
Repurchase of common stock	Repurchase of common stock	(11,599)	(25,382)
Repurchase of common stock	Repurchase of common stock		
Borrowings on line of credit	Borrowings on line of credit	750	11,000
Payments on line of credit	Payments on line of credit	(750)	(11,000)
Payments related to tax withholding for net-share settled equity awards	Payments related to tax withholding for net-share settled equity awards		
Payments related to tax withholding for net-share settled equity awards	Payments related to tax withholding for net-share settled equity awards		
Payments related to tax withholding for net-share settled equity awards	Payments related to tax withholding for net-share settled equity awards	(2,958)	(4,556)
Payments for contingent consideration	Payments for contingent consideration	(338)	—
Net cash provided by (used in) financing activities	Net cash provided by (used in) financing activities	(14,895)	(29,938)
Effect of exchange rate changes on cash, cash equivalents, and restricted cash	Effect of exchange rate changes on cash, cash equivalents, and restricted cash	(6,567)	(17,702)
Net increase (decrease) in cash, cash equivalents, and restricted cash	Net increase (decrease) in cash, cash equivalents, and restricted cash	18,503	6,711
Cash, cash equivalents, and restricted cash at beginning of period	Cash, cash equivalents, and restricted cash at beginning of period	291,320	243,653
Cash, cash equivalents, and restricted cash at end of period	Cash, cash equivalents, and restricted cash at end of period	\$ 309,823	\$ 250,364
Reconciliation of cash, cash equivalents, and restricted cash to the consolidated balance sheets	Reconciliation of cash, cash equivalents, and restricted cash to the consolidated balance sheets		

Cash and cash equivalents	Cash and cash equivalents	\$ 307,081	\$ 246,879
Cash and cash equivalents			
Cash and cash equivalents			
Restricted cash included in other assets			
Restricted cash included in other assets			
Restricted cash included in other assets	Restricted cash included in other assets	2,742	3,485
Total cash, cash equivalents, and restricted cash	Total cash, cash equivalents, and restricted cash	\$ 309,823	\$ 250,364
Supplemental disclosures of cash flow information	Supplemental disclosures of cash flow information		
Cash paid during the period for:	Cash paid during the period for:		
Cash paid during the period for:			
Interest			
Interest	Interest	\$ 5	\$ 47
Income taxes	Income taxes	35,958	39,204
Cash received during the period for:	Cash received during the period for:		
Income tax refund	Income tax refund	1,164	96
Income tax refund			
Income tax refund			
Non-cash investing and financing activities:	Non-cash investing and financing activities:		
Right-of-use assets obtained in exchange for lease obligations	Right-of-use assets obtained in exchange for lease obligations	4,963	5,108
Right-of-use assets obtained in exchange for lease obligations			
Right-of-use assets obtained in exchange for lease obligations			
Accrued purchases of property and equipment	Accrued purchases of property and equipment	1,384	204
Contingent consideration given to acquire businesses		—	886
Accrued excise tax for repurchase of common stock	Accrued excise tax for repurchase of common stock	58	—

The accompanying notes are an integral part of these statements.

**USANA HEALTH SCIENCES, INC. AND SUBSIDIARIES
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS**

NOTE A – ORGANIZATION, CONSOLIDATION, AND BASIS OF PRESENTATION

USANA Health Sciences, Inc. is a global direct-selling, personal health and wellness company that develops and manufactures high quality, science-based nutritional and personal care products. The Condensed Consolidated Financial Statements (the "Financial Statements") include the accounts and operations of the Company, which are grouped and presented in two geographic regions: (1) Asia Pacific, and (2) Americas and Europe. Asia Pacific is further divided into three sub-regions: (i) Greater China, (ii) Southeast Asia Pacific, and (iii) North Asia. The countries included in these regions and sub-regions are described below:

- (1) Asia Pacific -
 - (i) Greater China – Hong Kong, Taiwan, and China. The Company's business in China is conducted by BabyCare Holdings, Ltd., the Company's wholly-owned subsidiary.
 - (ii) Southeast Asia Pacific – Australia, New Zealand, Singapore, Malaysia, the Philippines, Thailand, Indonesia, and India.⁽¹⁾
 - (iii) North Asia – Japan and South Korea.
- (2) Americas and Europe – United States, Canada, Mexico, Colombia, and Europe (the United Kingdom, France, Germany, Spain, Italy, Romania, Belgium, and the Netherlands).

⁽¹⁾ We commenced operations in this market near the end of the fourth quarter of 2023.

The condensed consolidated balance sheet as of December 31, 2022 December 30, 2023, derived from audited consolidated financial statements, and the unaudited interim condensed consolidated financial information of the Company have been prepared in accordance with the instructions to Form 10-Q and Rule 10-01 of Regulation S-X promulgated by the SEC. Accordingly, certain information and disclosures that are normally included in financial statements prepared in accordance with accounting principles generally accepted in the United States of America ("U.S. GAAP") have been condensed or omitted pursuant to such rules and regulations. The preparation of condensed consolidated financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the condensed consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates. In the opinion of the Company's management, the accompanying interim condensed consolidated financial information contains all adjustments, consisting only of normal recurring adjustments that are necessary to state fairly the Company's financial position as of September 30, 2023 March 30, 2024, and results of operations and cash flows for the three and nine months ended September 30, 2023 March 30, 2024 and October 1, 2022 April 1, 2023.

The interim financial statements should be read in conjunction with the audited consolidated financial statements and notes thereto that are included in the Company's Annual Report on Form 10-K for the year ended December 31, 2022 December 30, 2023. The results of operations for the three and nine months ended September 30, 2023 March 30, 2024, are not necessarily indicative of the results that may be expected for the fiscal year ending December 30, 2023 December 28, 2024.

Certain reclassifications have been made to prior period amounts to conform to current period presentation. These reclassifications relate to the disaggregation of inventory write-downs from changes in inventories within operating activities of the condensed consolidated statements of cash flows.

USANA HEALTH SCIENCES, INC. AND SUBSIDIARIES
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NOTE A – ORGANIZATION, CONSOLIDATION, AND BASIS OF PRESENTATION - CONTINUED

Recent Accounting Pronouncements

Issued Accounting Pronouncements Not Yet Adopted

In October 2021, November 2023, the Financial Accounting Standards Board ("FASB") FASB issued Accounting Standards Update ("ASU") ASU No. 2021-08, Business Combinations 2023-07, Segment Reporting (Topic 805) 280: Accounting for Contract Assets Improvements to Reportable Segment Disclosures. The standard is intended to provide financial statement users with more disaggregated expense information about a public entity's reportable segments. ASU 2023-07 requires incremental disclosures related to a public entity's reportable segments including allowing the disclosure of multiple measures of segment profit or loss, requiring the disclosure of significant segment expenses, and Contract Liabilities from Contracts with Customers, requiring the qualitative disclosure of other segment items. ASU 2021-08 requires an acquirer to recognize and measure contract assets and contract liabilities (deferred revenue) acquired in a business combination in accordance with Revenue from Contracts with Customers (Topic 606). Under this approach, the acquirer applies the revenue model as if it had originated the contracts. This is a departure from the current requirement to measure contract assets and contract liabilities at fair value at the acquisition date. ASU 2021-08 2023-07 is effective for annual periods beginning after December 15, 2022 December 15, 2023, and interim periods within those annual periods. ASU 2021-08 periods beginning after December 15, 2024, and should be applied prospectively to business combinations occurring on or after the date of adoption. Evaluation of this new standard adopted retrospectively unless impracticable. Early adoption is dependent on multiple circumstances including the timing and complexity of

completed business combinations. permitted. The Company adopted ASU 2021-08 during is currently evaluating the first quarter of 2023 and the impact adoption of the standard did not will have an impact on its condensed consolidated financial statements.

In December 2023, the FASB issued ASU No. 2023-09, Income Taxes (Topic 740): Improvements to Income Tax Disclosures. The standard is intended to benefit investors by providing more detailed income tax disclosures. ASU 2023-09 requires disaggregated information about a reporting entity's effective tax rate reconciliation as well as information on income taxes paid by jurisdiction. ASU 2023-09 is effective for annual periods beginning after December 15, 2024. The guidance will be applied on a prospective basis with the option to apply the standard retrospectively. Early adoption is permitted. The Company is currently evaluating the impact adoption of the standard will have on its consolidated financial statements.

No other recent accounting pronouncements had, or are expected to have, a material impact on the Company's condensed consolidated financial statements.

NOTE B – FAIR VALUE MEASURES

The Company measures at fair value certain of its financial and non-financial assets and liabilities by using a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, essentially an exit price, based on the highest and best use of the asset or liability. The levels of the fair value hierarchy are:

- Level 1 inputs are quoted market prices in active markets for identical assets or liabilities that are accessible at the measurement date.
- Level 2 inputs are from other than quoted market prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 inputs are unobservable and are used to measure fair value in situations where there is little, if any, market activity for the asset or liability at the measurement date.

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NOTE B – FAIR VALUE MEASURES - CONTINUED

As of **September 30, 2023** **March 30, 2024**, and **December 31, 2022** **December 30, 2023**, the following financial assets and liabilities were measured at fair value on a recurring basis using the type of inputs shown:

March 30, 2024	Inputs	March 30, 2024
Money market funds included in cash equivalents	Level 1	
Foreign currency contracts included in other current liabilities		
Net investment hedge included in prepaid expenses and other current assets		
Deferred compensation liabilities included in other long-term liabilities		

Fair Value Measurements Using						
Inputs						
	September 30, 2023	Level 1	Level 2	Level 3		
Money market funds included in cash equivalents	\$ 243,577	\$ 243,577	\$ —	\$ —		
Foreign currency contracts included in other current liabilities	(66)	—	(66)	—		
Deferred compensation liabilities included in other long-term liabilities	(2,580)	—	(2,580)	—		

Fair Value Measurements Using						
Inputs						
	December 31, 2022	Level 1	Level 2	Level 3		
Money market funds included in cash equivalents	\$ 211,539	\$ 211,539	\$ —	\$ —		
Foreign currency contracts included in other current liabilities	(3,150)	—	(3,150)	—		
Deferred compensation liabilities included in other long-term liabilities	(1,632)	—	(1,632)	—		
Contingent consideration included in other current liabilities of (\$338) and other long-term liabilities of (\$548)	(886)	—	—	(886)		

Fair Value Measurements Using						
Inputs						
	December 30, 2023	Level 1	Level 2	Level 3		
Money market funds included in cash equivalents	\$ 211,539	\$ 211,539	\$ —	\$ —		
Foreign currency contracts included in other current liabilities	(3,150)	—	(3,150)	—		
Deferred compensation liabilities included in other long-term liabilities	(1,632)	—	(1,632)	—		
Contingent consideration included in other current liabilities of (\$338) and other long-term liabilities of (\$548)	(886)	—	—	(886)		

There were no transfers of financial assets or liabilities between levels of the fair value hierarchy for the periods indicated.

The majority of the Company's non-financial assets, which include long-lived assets, are not required to be carried at fair value on a recurring basis. However, if an impairment charge is required, a non-financial asset would be written down to fair value. As of **September 30, 2023** **March 30, 2024** and **December 31, 2022** **December 30, 2023**, there were no non-financial assets measured at fair value on a non-recurring basis.

As of **September 30, 2023** **March 30, 2024** and **December 31, 2022** **December 30, 2023**, the Company's financial instruments include cash equivalents and restricted cash. The recorded values of cash equivalents and restricted cash approximate their fair values, based on their short-term nature.

The contingent consideration liability was (i) a contingent part of the purchase price payable by the Company to acquire substantially all of the assets of a business owned by the seller in July 2022, and (ii) based on the achievement of certain milestones by the business over a three-year period, and the seller's continued employment with the business. During the nine months ended September 30, 2023, the employee resigned from the business, which consequently terminated the employment relationship and the remaining contingent consideration of \$548 was forfeited. This non-cash gain on contingent consideration is included in the change in "Other liabilities" line item on the Company's condensed consolidated statements of cash flows.

USANA HEALTH SCIENCES, INC. AND SUBSIDIARIES
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(unaudited)

NOTE C – INVENTORIES

Inventories consist of the following:

	September 30, 2023	December 31, 2022		
	March 30, 2024		March 30, 2024	December 30, 2023
Raw materials	Raw materials	\$ 20,886	\$ 21,776	
Work in progress	Work in progress	3,899	4,285	
Finished goods	Finished goods	35,296	41,028	
Inventories	Inventories	\$ 60,081	\$ 67,089	
Noncurrent inventories	Noncurrent inventories	\$ 3,720	\$ 3,479	

As of **September 30, 2023** **March 30, 2024**, noncurrent inventories consisted of **\$2,323** **\$1,991** of raw materials and **\$1,397** **\$902** of finished goods inventory. As of **December 31, 2022** **December 30, 2023**, noncurrent inventories consisted of **\$1,711** **\$2,051** of raw materials and **\$1,768** **\$1,077** of finished goods inventory. Noncurrent inventories are included in the "Other assets" line item on the Company's condensed consolidated balance sheets. Noncurrent inventory is anticipated to be consumed beyond our normal operating cycle, but prior to obsolescence.

NOTE D – INVESTMENT IN EQUITY SECURITIES

As of **September 30, 2023** **March 30, 2024** and **December 31, 2022** **December 30, 2023**, the carrying amount of equity securities without readily determinable fair values was **\$20,000** and **\$20,000** and is included in the "Other assets" line item on the Company's condensed consolidated balance sheets.

During the three months ended **September 30, 2023** **March 30, 2024**, and **April 1, 2023**, no observable price changes occurred. During the nine months ended **September 30, 2023**, the Company were evaluated, an observable price change related to equity securities without readily determinable fair values. No and no adjustment to the carrying value of the securities was necessary based on the observable price change. During the three and nine months ended **October 1, 2022**, no observable price changes occurred. Additionally, no impairment of securities was recorded for the three and nine months ended **September 30, 2023**, and **October 1, 2022**, recorded.

NOTE E – REVENUE AND CONTRACT LIABILITIES

Revenue is recognized when, or as, control of a promised product or service transfers to a customer, in an amount that reflects the consideration to which the Company expects to be entitled in exchange for transferring those products or services. A majority of the Company's sales are for products sold at a point in time and shipped to customers, for which control is transferred as goods are delivered to the third-party carrier for shipment. The Company receives payment, primarily via credit card, for the sale of products at the time customers place orders and payment is required prior to shipment. Contract liabilities, which are recorded within the "Other current liabilities" line item in the condensed consolidated balance sheets, primarily relate to deferred revenue for product sales for customer payments received in advance of shipment, for outstanding material rights under the initial order program, and for services where control is transferred over time as services are delivered.

Other revenue includes fees, which are paid by the customer at the beginning of the service period, for access to online customer service applications and annual account renewal fees for Associates, for which control is transferred over time as services are delivered and are recognized as revenue on a straight-line basis over the term of the respective contracts.

USANA HEALTH SCIENCES, INC. AND SUBSIDIARIES
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS
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NOTE E – REVENUE AND CONTRACT LIABILITIES - CONTINUED

The following table presents Other Revenue for the periods indicated:

--	--	--

	Quarter Ended		Nine Months Ended	
	September 30, 2023	October 1, 2022	September 30, 2023	October 1, 2022
	\$	\$	\$	\$
Other Revenue	\$ 715	\$ 894	\$ 2,196	\$ 2,689

	Quarter Ended	
	March 30, 2024	April 1, 2023
	\$	\$
Other Revenue	\$ 718	\$ 726

Disaggregation of revenue by geographic region and major product line is included in Segment Information in [Note KJ](#).

The following table provides information about contract liabilities from contracts with customers, including significant changes in the contract liabilities balances during the period:

September 30, 2023		December 31, 2022		March 30, 2024	March 30, 2024	December 30, 2023
Contract	Contract	Liabilities at	Liabilities at			
beginning	beginning	beginning	beginning			
of period	of period	\$ 20,875	\$ 19,635			
Increase	Increase					
due to	due to					
deferral of	deferral of					
revenue at	revenue at					
end of	end of					
period	period	10,384	20,875			
Decrease	Decrease					
due to	due to					
beginning	beginning					
contract	contract					
liabilities	liabilities					
recognized	recognized					
as	as					
revenue	revenue	(19,734)	(19,635)			
Contract	Contract					
Liabilities at	Liabilities at					
end of	end of					
period	period	\$ 11,525	\$ 20,875			

NOTE F - INTANGIBLE ASSETS

The Company performed its annual goodwill impairment test during the third quarter of 2023. The Company performed a qualitative assessment of each reporting unit and determined that it was not more-likely-than-not that the fair value of any reporting unit was less than its carrying amount. As a result, no impairment of goodwill was recognized.

The Company also performed its annual indefinite-lived intangible asset impairment test during the third quarter of 2023. The Company performed a qualitative assessment of the indefinite-lived intangible asset and determined that it was not more-likely-than-not that the fair value of the indefinite-lived intangible asset was less than the carrying amount. As a result, no impairment of the indefinite-lived intangible asset was recognized.

NOTE G - LINE OF CREDIT

On August 25, 2020, the Company as borrower, and certain of its material subsidiaries as guarantors, entered into the Second Amended and Restated Credit Agreement (the "Credit Agreement") with Bank of America, N.A. ("Bank of America") as Administrative Agent, Swingline Lender and Letter of Credit Issuer, and the other lenders party thereto. On August 10, 2022, the Company entered into the Second Amendment to the Second Amended and Restated Credit Agreement ("Restated Credit Agreement"), which replaces the Eurodollar Rate, and LIBOR terms and provisions with the Bloomberg Short-Term Bank Yield Index rate ("BSBY").

The Credit Agreement provides for a revolving credit limit for loans to the Company up to \$75,000 (the "Credit Facility"). In addition, at the option of the Company, and subject to certain conditions, the Company may request to increase the aggregate commitment under the Credit Facility up to an additional \$200,000.

There was no outstanding debt balance on the Credit Facility as of **September 30, 2023** **March 30, 2024** and **December 31, 2022** **December 30, 2023**. The obligations of the Company under the Credit Agreement are secured by the pledge of the capital stock of certain subsidiaries of the Company, pursuant to a Security and Pledge Agreement.

USANA HEALTH SCIENCES, INC. AND SUBSIDIARIES
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NOTE G – LINE OF CREDIT - CONTINUED

Interest on revolving borrowings under the Credit Facility is computed at BSBY, adjusted by features specified in the Credit Agreement. The covenants require the Company's rolling four-quarter consolidated EBITDA (as defined in the Credit Agreement) to be \$100,000 or greater and its ratio of consolidated funded debt to consolidated EBITDA to be equal to or less than 2.0 to 1.0 at the end of each quarter. The Credit Agreement does not include any restrictions on the payment of cash dividends or share repurchases by the Company. Consolidated EBITDA and consolidated funded debt are non-GAAP terms.

The Company will be required to pay any balance on this Credit Facility in full at the time of maturity in August 2025.

The Company maintains local lines of credit across different markets to secure sufficient working capital. As of March 30, 2024 and December 30, 2023, the balance on these local lines of credit was \$1,320 and \$786, respectively.

USANA HEALTH SCIENCES, INC. AND SUBSIDIARIES
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NOTE H – CONTINGENCIES

The Company is involved in various lawsuits, claims, and other legal matters from time to time that arise in the ordinary course of conducting business, including matters involving its products, intellectual property, supplier relationships, distributors, competitor relationships, employees and other matters. The Company records a liability when a particular contingency is probable and estimable. The Company faces contingencies that are reasonably possible to occur; however, they cannot currently be estimated. While complete assurance cannot be given as to the outcome of these proceedings, management does not currently believe that any of these matters, individually or in the aggregate, will have a material adverse effect on the Company's financial condition, liquidity or results of operations. It is reasonably possible that a change in the contingencies could result in a change in the amount recorded by the Company in the future.

NOTE I – DERIVATIVE FINANCIAL INSTRUMENTS

The Company's risk management strategy includes the select use of derivative instruments to reduce the effects of volatility in foreign currency exchange exposure on operating results and cash flows. In accordance with the Company's risk management policies, the Company does not hold or issue derivative instruments for trading or speculative purposes. The Company recognizes all derivative instruments as either assets or liabilities in the balance sheet at their respective fair values. When the Company becomes a party to a derivative instrument and intends to apply hedge accounting, the Company formally documents the hedge relationship and the risk management objective for undertaking the hedge, the nature of risk being hedged, and the hedged transaction, which includes designating the instrument for financial reporting purposes as a fair value hedge, a cash flow hedge, or a net investment hedge. The Company also documents how the hedging instrument's effectiveness in offsetting the hedged risk will be assessed prospectively and retrospectively, and a description of the method used to measure ineffectiveness.

The Company periodically uses derivative instruments to hedge the foreign currency exposure of its net investment in foreign subsidiaries into U.S. dollars. Initially, the Company records derivative assets on a gross basis in its condensed consolidated balance sheets. Subsequently the fair value of derivatives is measured for each reporting period. The effective portion of gains and losses attributable to these net investment hedges is recorded to foreign currency translation adjustment ("FCTA") within accumulated other comprehensive income (loss) ("AOCI") to offset the change in the carrying value of the net investment being hedged and will subsequently be reclassified to net earnings in the period in which the investment in the subsidiary is either sold or substantially liquidated.

During the **nine** **three** months ended **September 30, 2023** **March 30, 2024**, and **April 1, 2023**, the Company entered into and settled a European option with a notional amount of \$81,343. During the **nine** months ended **October 1, 2022**, the Company entered into and settled a forward contract with a notional amount of \$98,930. Both the European option and forward contract were options designated as net investment hedges. No settlements occurred during hedges with notional amounts of \$77,345 and \$81,343, respectively. For the three months ended **September 30, 2023** **March 30, 2024**, and **October 1, 2022**. For the nine months ended **September 30, 2023** and **October 1, 2022** **April 1, 2023**, the Company **realized gains** had an unrealized gain of \$2,504 **\$377** and \$4,555, **\$968**, respectively, recorded to **FCTA** **foreign currency translation adjustment ("FCTA")** within **AOCI**. accumulated other comprehensive income (loss) ("AOCI"). The Company assessed the hedge effectiveness under the forward rate method, determining the hedging instruments were highly effective.

As of September 30, 2023, there were no derivatives outstanding for which the Company has applied hedge accounting.

USANA HEALTH SCIENCES, INC. AND SUBSIDIARIES
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NOTE JI – COMMON STOCK AND EARNINGS PER SHARE

Basic earnings per share ("EPS") is based on the weighted-average number of shares outstanding for each period. Shares that have been repurchased and retired during the periods specified below have been included in the calculation of the number of weighted-average shares that are outstanding for the calculation of basic EPS based on the time they were outstanding in any period. Diluted EPS is based on shares that are outstanding (computed under basic EPS) and on potentially dilutive shares. Shares that are included in the diluted EPS calculations under the treasury stock method include equity awards that are in-the-money but have not yet been exercised.

USANA HEALTH SCIENCES, INC. AND SUBSIDIARIES
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NOTE I – COMMON STOCK AND EARNINGS PER SHARE - CONTINUED

The following is a reconciliation of the numerator and denominator used to calculate basic EPS and diluted EPS for the periods indicated:

	Quarter Ended		Nine Months Ended	
	September 30, 2023	October 1, 2022	September 30, 2023	October 1, 2022
Quarter Ended				
Quarter Ended				
Quarter Ended				
March 30, 2024				
March 30, 2024				
March 30, 2024				
Net earnings available to common shareholders				
Net earnings available to common shareholders				
Net earnings available to common shareholders				
Weighted average common shares outstanding - basic	\$ 11,347	\$ 14,929	\$ 47,022	\$ 56,555
Weighted average common shares outstanding - basic				
Weighted average common shares outstanding - basic				
Weighted average common shares outstanding - basic				
Dilutive effect of in-the-money equity awards				
Dilutive effect of in-the-money equity awards				
Dilutive effect of in-the-money equity awards				
Weighted average common shares outstanding - diluted	127	31	93	62
Weighted average common shares outstanding - diluted				
Weighted average common shares outstanding - diluted				
Weighted average common shares outstanding - diluted				
19,372	19,252	19,376	19,325	

Weighted average common shares outstanding - diluted								
Weighted average common shares outstanding - diluted								
Earnings per common share from net earnings - basic								
Earnings per common share from net earnings - basic								
Earnings per common share from net earnings - basic	Earnings per common share from net earnings - basic	\$ 0.59	\$ 0.78	\$ 2.44	\$ 2.94			
Earnings per common share from net earnings - diluted	Earnings per common share from net earnings - diluted	\$ 0.59	\$ 0.78	\$ 2.43	\$ 2.93			
Earnings per common share from net earnings - diluted								
Earnings per common share from net earnings - diluted								

Equity awards for the following shares were not included in the computation of diluted EPS due to the fact that their effect would be anti-dilutive:

	Quarter Ended		Nine Months Ended	
	September 30, 2023	October 1, 2022	September 30, 2023	October 1, 2022
	315	439	322	328

	Quarter Ended	
	March 30, 2024	April 1, 2023
	385	296

During the three months ended **September 30, 2023** **March 30, 2024**, the Company repurchased and retired **180** **194** shares for **\$11,657** including **\$9,483**, inclusive of accrued excise tax of **\$58**, **\$39**. There were no shares repurchased during the three months ended **October 1, 2022** **April 1, 2023**.

During the nine months ended **September 30, 2023** and **October 1, 2022**, the Company repurchased and retired **180** shares and **288** shares for **\$11,657** and **\$25,382**, respectively, under the Company's share repurchase plan. The excess of the repurchase price over par value is allocated between additional paid-in capital and retained earnings on a pro-rata basis. The purchase of shares under this plan reduces the number of shares outstanding in the above calculations.

As of **September 30, 2023** **March 30, 2024**, the remaining authorized repurchase amount under the stock repurchase plan was **\$71,182**, **\$61,703**, inclusive of accrued excise tax. There is no expiration date on the remaining approved repurchase amount and no requirement for future share repurchases.

USANA HEALTH SCIENCES, INC. AND SUBSIDIARIES
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NOTE KJ – SEGMENT INFORMATION

The Company primarily operates as a global direct-selling nutrition, personal health and wellness company that develops and manufactures high quality, science-based nutritional, and personal care products.

The Company's operating segments are identified according to how business activities are managed and evaluated by the chief operating decision maker ("CODM"), our CEO. The CODM manages the business, allocates resources, makes operating decisions, and evaluates performance for a geographic region or market based on net sales. The Company aggregates its direct-selling operating segments ("Direct-selling") into one reportable segment, as management believes that the Company's Direct-selling segments exhibit similar long-term financial performance and have similar economic characteristics. The CODM does not evaluate operating segments using asset information, accordingly, the Company does not report asset information by segment.

As a result of the Company's acquisitions during 2022, the Company has operating segments, resulting from acquisitions, that are not material to the Company's net sales. These operating segments are included as a component of ("All other") and are included for purposes of reconciliation of net sales to the Company's Condensed Consolidated Statements of Comprehensive Income.

		Quarter Ended		Nine Months Ended	
		September 30, 2023	October 1, 2022	September 30, 2023	October 1, 2022
		Quarter Ended	Quarter Ended	Quarter Ended	
		March 30, 2024			
		March 30, 2024			
		March 30, 2024			
Net Sales:					
Net Sales:					
Net Sales:	Net Sales:				
Direct-selling	Direct-selling	\$ 211,932	\$ 230,996	\$ 695,607	\$ 768,337
Direct-selling					
Direct-selling					
All other					
All other					
All other	All other	1,433	2,304	4,320	2,304
Consolidated	Consolidated				
Total	Total	\$ 213,365	\$ 233,300	\$ 699,927	\$ 770,641
Consolidated Total					
Consolidated Total					

No single Associate accounted for 10% or more of net sales for the periods presented. The table below summarizes the approximate percentage of total product revenue for our Direct-selling segment that has been contributed by the Company's nutraceuticals, food, and personal care and skincare products for the periods indicated.

		Quarter Ended		Nine Months Ended	
		September 30, 2023	October 1, 2022	September 30, 2023	October 1, 2022
		Quarter Ended	Quarter Ended	Quarter Ended	
		March 30, 2024			
		March 30, 2024			
		March 30, 2024			
USANA® Nutraceuticals					
USANA® Nutraceuticals					
USANA® Nutraceuticals	USANA® Nutraceuticals	86 %	86 %	87 %	86 %
USANA Foods ⁽¹⁾	USANA Foods ⁽¹⁾	7 %	7 %	7 %	7 %
USANA Foods ⁽¹⁾					
USANA Foods ⁽¹⁾					
Personal care and Skincare					
Personal care and Skincare					
Personal care and Skincare	Personal care and Skincare	6 %	6 %	5 %	6 %

All Other	All Other	1	%	1	%	1	%	1	%
All Other									
All Other									

(1) Includes the Company's Active Nutrition line.

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NOTE KJ – SEGMENT INFORMATION - CONTINUED

Selected Financial Information

Financial information, presented by geographic region is listed below:

		Quarter Ended			Nine Months Ended		
		September 30, 2023	October 1, 2022		September 30, 2023	October 1, 2022	
		Quarter Ended					
		Quarter Ended					
		Quarter Ended					
		March 30, 2024					
		March 30, 2024					
		March 30, 2024					
Net Sales to External Customers							
Net Sales to External Customers							
Net Sales to External Customers	Net Sales to External Customers						
Asia Pacific	Asia Pacific						
Asia Pacific							
Asia Pacific							
Greater China	Greater China	\$ 106,609	\$ 109,682	\$ 359,178	\$ 384,196		
Southeast Asia Pacific	Southeast Asia Pacific	39,151	47,308	124,774	149,880		
Southeast Asia Pacific							
Southeast Asia Pacific							
North Asia							
North Asia	North Asia	24,244	25,667	79,381	84,409		
Asia Pacific Total	Asia Pacific Total	170,004	182,657	563,333	618,485		
Asia Pacific Total							
Asia Pacific Total							
Americas and Europe							
Americas and Europe							
Americas and Europe	Americas and Europe	43,361	50,643	136,594	152,156		
Consolidated Total	Consolidated Total	\$ 213,365	\$ 233,300	\$ 699,927	\$ 770,641		
Consolidated Total							

Consolidated Total

The following table provides further information on markets representing ten percent or more of consolidated net sales and long-lived assets, respectively:

	Quarter Ended		Nine Months Ended	
	September 30, 2023	October 1, 2022	September 30, 2023	October 1, 2022
Quarter Ended				
Quarter Ended				
Quarter Ended				
March 30, 2024				
March 30, 2024				
March 30, 2024				
Net sales:				
Net sales:				
Net sales:	Net sales:			
China	China	\$ 94,674	\$ 97,443	\$ 322,589
China				\$ 346,086
China				
United States				
United States				
United States				
South Korea	South Korea	\$ 23,745	\$ 25,099	\$ 77,537
United States		\$ 22,981	\$ 26,942	\$ 72,647
South Korea				\$ 82,439
South Korea				\$ 79,803
As of				
September 30, 2023				
December 31, 2022				
As of				
March 30, 2024				
As of				
March 30, 2024				
December 30, 2023				
Long-lived assets:	Long-lived assets:			
United States	United States	\$ 89,026	\$ 89,150	
United States				
United States				
China	China	\$ 76,104	\$ 83,938	

Item 2. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

Management's Discussion and Analysis of Financial Condition and Results of Operations ("MD&A") is designed to provide an understanding of USANA's financial condition, results of operations and cash flows by reviewing certain key indicators and measures of performance.

The MD&A is presented in six sections as follows:

- Overview

- Products
- Customers
- Non-GAAP Financial Measures
- Results of Operations
- Liquidity and Capital Resources

This discussion and analysis from management's perspective should be read in conjunction with the Unaudited Condensed Consolidated Financial Statements and Notes thereto that are contained in this quarterly report, as well as Part II, Item 7, Management's Discussion and Analysis of Financial Condition and Results of Operations of our Annual Report on Form 10-K for the year ended **December 31, 2022** **December 30, 2023** (**2022 2023 Form 10-K**), filed with the SEC on **February 28, 2023** **February 27, 2024**, and our other filings, including the Current Reports on Form 8-K, that have been filed with the SEC through the date of this report. Forward-looking statements in Part I, Item 2 may involve risks and uncertainties that could cause results to differ materially from those projected (refer to the section entitled "Cautionary Note Regarding Forward-Looking Statements and Certain Risks" on page 1 and the risk factors provided in Part II, Item 1A for discussion of these risks and uncertainties).

Overview

We develop and manufacture high quality, science-based nutritional and personal care and skincare products that are distributed internationally primarily through direct selling. We use this distribution method because we believe it is more conducive to meeting our vision as a company, which is to improve the overall health and nutrition of individuals and families around the world. Our customer base is primarily comprised of two types of customers: "Associates" and "Preferred Customers," referred to together as "active Customers." Our Associates also sell our products to retail customers. Associates share in our company vision by acting as independent distributors of our products in addition to purchasing our products for their personal use. In 2023, we launched our Affiliate program in the United States, Canada, and Mexico and are evaluating introducing the program in other markets. This program offers another sales and compensation opportunity to individuals who are interested in selling USANA products. Affiliates are discussed and reported in the report as part of our Associates. Preferred Customers purchase our products strictly for personal use and are not permitted to resell or to distribute the products. We only count as active Customers those Associates and Preferred Customers who have purchased from us at any time during the most recent three-month period. As of **September 30, 2023** **March 30, 2024**, we had approximately **464,000** **494,000** active Customers worldwide.

We have operations in multiple markets, with sales and expenses being generated and incurred in multiple currencies. Our reported U.S. dollar sales and earnings can be significantly affected by fluctuations in currency exchange rates. In general, our operating results are affected positively by a weakening of the U.S. dollar and negatively by a strengthening of the U.S. dollar. During the **nine** **three** months ended **September 30, 2023** **March 30, 2024**, net sales outside of the United States represented **89.6%** **90.3%** of consolidated net sales. In our net sales discussions that follow, we approximate the impact of currency fluctuations on net sales by translating current year sales at the average exchange rates in effect during the comparable periods of the prior year.

Products

The following table summarizes the approximate percentage of total product revenue for our Direct-selling segment that has been contributed by our major product lines and our top-selling products for the current and prior-year periods as indicated:

		Nine Months Ended			
		September 30, 2023	October 1, 2022		
		Three Months Ended		Three Months Ended	
Product Line	Product Line	March 30, 2024		March 30, 2024	April 1, 2023
USANA® Nutritionals	USANA® Nutritionals				
USANA® Nutritionals					
USANA® Nutritionals					
Optimizers	Optimizers	71%	69%		
Essentials/CellSentials ⁽¹⁾		16%	17%		
USANA Foods ⁽²⁾		7%	7%		
Optimizers				72%	70%
Optimizers					
Essentials/CellSentials ⁽¹⁾			Essentials/CellSentials ⁽¹⁾	15%	17%
USANA Foods ⁽²⁾			USANA Foods ⁽²⁾	6%	7%
Personal care and Skincare	Personal care and Skincare	5%	6%	Personal care and Skincare	6%
Personal care and Skincare					5%

All Other	All Other	1%	1%	All Other	1%	1%
Key Product	Key Product					
USANA®	USANA®					
Essentials/CellSentials	Essentials/CellSentials	10%	11%			
USANA® Essentials/CellSentials						
USANA® Essentials/CellSentials				10%		11%
Proflavanol®	Proflavanol®	10%	10%	Proflavanol®	10%	9%
Probiotic	Probiotic	10%	10%	Probiotic	8%	11%

(1) Represents a product line consisting of multiple products, as opposed to the actual USANA® Essentials / CellSentials product.

(2) Includes our Active Nutrition line.

Customers

Because we sell our products to a customer base of independent Associates and Preferred Customers, we increase our sales by increasing the number of our active Customers, the amount they spend on average, or both. Our primary focus continues to be increasing the number of active Customers. We believe this focus is consistent with our vision of improving the overall health and nutrition of individuals and families around the world. Sales During the three months ended March 30, 2024, sales to Associates account for and Preferred Customers were each approximately 52% 50% of total Direct-selling segment sales during the nine months ended September 30, 2023, with the remainder of our sales being to Preferred Customers. Increases or decreases in product sales are typically the result of variations in the volume of product sold relating to fluctuations in the number of active Customers purchasing our products. The number of active Associates and Preferred Customers is, therefore, used by management as a key non-financial indicator to evaluate our operational performance.

The table below summarizes the changes in our active Customer base by geographic region, rounded to the nearest thousand as of the dates indicated:

Total Active Customers by Region		Region		Change		As of September 30, 2023	As of October 1, 2022	Prior Year	Percent Change				
		As of September 30, 2023	As of October 1, 2022	from Prior Year	Percent Change								
Total Active Customers by Region													
As of March 30, 2024													
Asia													
Asia Pacific:	Asia Pacific:												
Asia Pacific:													
Asia Pacific:													
Greater China													
Greater China	Greater China	230,000	49.6 %	213,000	44.9 %	17,000	8.0 %	274,000	55.5 %				
Southeast Asia Pacific	Southeast Asia Pacific	83,000	17.9 %	95,000	20.1 %	(12,000)	(12.6 %)	76,000	15.4 %				
North Asia Pacific	North Asia Pacific	49,000	10.5 %	54,000	11.4 %	(5,000)	(9.3 %)	45,000	9.1 %				
Asia Pacific Total	Asia Pacific Total	362,000	78.0 %	362,000	76.4 %	—	— %	395,000	80.0 %				
Americas and Europe	Americas and Europe	102,000	22.0 %	112,000	23.6 %	(10,000)	(8.9 %)	99,000	20.0 %				
		464,000	100.0 %	474,000	100.0 %	(10,000)	(2.1 %)						
		494,000						491,000					
									3,000				

Non-GAAP Financial Measures

We believe that presentation of certain non-GAAP financial information is meaningful and useful in understanding the activities and business metrics of our operations. Management believes these measures reflect an additional way of viewing aspects of our business that, when viewed with our U.S. GAAP results, provide a more complete understanding of factors and trends affecting our business. This non-GAAP financial information may be determined or calculated differently by other companies, limiting the usefulness of those measures for comparative purposes. We provide such non-GAAP financial information for informational purposes only. Readers should consider the information in addition but not instead of or superior to, our Consolidated Financial Statements prepared in accordance with U.S. GAAP, accompanying this report.

In analyzing business trends and performance, management uses "constant currency" net sales, "local currency" net sales, and other currency-related financial information terms to discuss our financial results in a way we believe is helpful in understanding the impact of fluctuations in foreign-currency exchange rates and facilitating period-to-period comparisons of results of operations and providing investors an additional perspective on trends and underlying business results. Changes in our reported revenue and profits in this report include the impacts of changes in foreign currency exchange rates. As additional information to the reader, we provide constant currency assessments in the tables and the narrative information in this MD&A to remove or quantify the impact of the fluctuation in foreign exchange rates and utilize constant currency results in our analysis of performance. Our constant currency financial results are calculated by translating the current period's financial results at the same average exchange rates in effect during the applicable prior-year period and then comparing this amount to the prior-year period's financial results.

Results of Operations

Summary of Financial Results

Net sales for the **third first quarter of 2023 2024** decreased **8.5% 8.3%** to **\$213.4 million \$227.8 million**, a decrease of **\$19.9 million \$20.6 million**, compared with the prior-year quarter. The **decrease** change in net sales was primarily the result of a **2.1% decline** decrease in average spend per customer, partially offset by a slight increase in active **Customers** and **modest price increases** compared to the prior-year quarter. During the first quarter **partially offset by modest** of 2023, we benefited from increased demand for several of our health products in China following a shift in the government's COVID-19 policy, and our announcement of product price **increases**. Increases in several markets stimulated product purchasing ahead of those increases, both of which contributed to higher average spend per customer. Additionally, unfavorable changes in currency exchange rates negatively impacted net sales by an estimated **\$4.7 million**, **\$7.2 million** in the current year quarter.

Net earnings for the **third first quarter of 2023 2024** were **\$11.3 million \$16.5 million**, a decrease of **24.0% 10.0%** compared with **\$14.9 million \$18.4 million** during the prior-year quarter. The decrease in net earnings was primarily the result of decreased sales and higher relative **operating expenses** combined with an increase in effective tax **rate**, **income taxes**.

Quarters Ended **September 30, 2023** **March 30, 2024** and **October 1, 2022** **April 1, 2023**

Net Sales

The following table summarizes the changes in net sales by geographic region for the fiscal quarters ended as of the dates indicated:

Net Sales by Region (in thousands) Quarter Ended		Change from prior year		Currency impact on sales		Percent change excluding currency impact	
		September 30, 2023	October 1, 2022	Percent change			
Net Sales by Region (in thousands) Quarter Ended							
March 30, 2024							
Asia Pacific	Asia Pacific						
Asia Pacific							
Asia Pacific							
Greater China							
Greater China							
Greater China	Greater China	\$106,609	50.0 %	\$109,682	47.0 %	\$ (3,073)	(2.8 %)
Southeast Asia Pacific	Southeast Asia Pacific	39,151	18.3 %	\$ 47,308	20.3 %	(8,157)	(17.2 %)
North Asia	North Asia	24,244	11.4 %	\$ 25,667	11.0 %	(1,423)	(5.5 %)
Asia Pacific	Asia Pacific	Total	170,004	79.7 %	182,657	78.3 %	(12,653)
							(6.9 %)
							(5,422)
							(4.0 %)
							Total
							185,101
							81.3 %
							81.3 %
							199.7

Americas and Europe	Americas and Europe	43,361	20.3 %	50,643	21.7 %	(7,282)	(14.4 %)	745	(15.9 %)	Americas and Europe	42,699	18.7	18.7 %	48,6
		\$213,365	100.0 %	\$233,300	100.0 %	\$ (19,935)	(8.5 %)	\$ (4,677)	(6.5 %)			\$ 227,800	100.0 %	
		\$												

Asia Pacific: The decline in this region is largely mainly the result of lower active Customer counts and average spend per customer in the North Asia and Southeast Asia Pacific and North Asia sub-regions, partially offset by an increase in active Customer counts in Greater China, as well as modest price increases throughout the region. The increase decrease in constant currency net sales in Greater China North Asia was primarily the result of a sales increase 24.1% decrease in China, where local currency net sales increased 2.7%, in South Korea due, in great part, to an 8.8% increase a 17.3% decrease in active Customers. The decrease in constant currency net sales in Southeast Asia Pacific is largely the result of local currency sales declines in Malaysia and the Philippines of 19.5%, and Australia, 26.1%, which had can be primarily attributed to a 17.2%, and 28.0% decrease in active Customers, respectively. The increase in constant currency net sales in Greater China was primarily the result of a 10.0% increase in local currency net sales declines of 38.1%, and 12.0%, in China due to a 33.3%, and 6.3% decrease 15.3% increase in active Customers, respectively. The customer growth in China was driven by a market-specific incentive promotion that took place during the first quarter of 2024.

Americas and Europe: The decline in this region is mainly the result of lower active Customer counts and average spend per customer in the United States and Canada, partially offset by modest price increases throughout the region. The decrease in constant currency net sales in North Asia was primarily the result of a 7.2% decrease in local currency net sales in South Korea due to a 7.7% decrease in active Customers.

Americas and Europe: The decrease in this region is largely the result of lower active Customer counts in the region, partially offset by modest price increases. The decrease in constant local currency net sales is largely the result of sales declines in the United States and Canada which had local currency net sales declines of 20.0% 16.3%, and 10.1% 19.3%, due attributable to a 14.0% 4.5%, and 11.1% 8.6% decrease in active Customers, respectively.

Gross Profit

Gross profit increased 10 60 basis points to 80.1% 81.1% of net sales, up from 80.0% 80.5% in the prior-year quarter. The increase can primarily be attributed to decreased favorable changes in market and product sales mix, a decrease in inventory scrap and freight charges, as well as and modest price increases. These increases improvements were partially offset by unfavorable changes in currency exchange rates, higher material costs, and loss of leverage on lower sales rates.

Associate Incentives

Associate incentives increased 10 decreased 70 basis points to 42.1% 42.0% of net sales, up down from 42.0% 42.7% in the prior-year quarter. The relative increase decrease can primarily be attributed to changes in market sales mix, and increased spending modest price increases, as well as decreased spend on Associate related incentive trips in certain markets. promotional incentives. These increases improvements were partially offset by modest price changes. an unfavorable shift in market sales mix.

Selling, General and Administrative Expenses

Selling, general and administrative expenses increased 140 130 basis points relative to net sales and decreased \$2.7 million \$2.6 million in absolute terms. The relative increase is largely due to a loss of leverage on lower year-over-year net sales offset in part by a decline in variable selling, general and administrative costs sales. The decreased expense in absolute terms can primarily be attributed to lower costs on meetings and events held during the current quarter. a decrease in variable costs.

Income Taxes

Income taxes increased to 44.7% 39.0% of pre-tax earnings, up from 35.7% 35.5% of pre-tax earnings in the prior-year quarter as a result of an increase to the year-to-date quarter. The effective tax rate estimate. This increase can is due primarily be attributed to an unfavorable a change in the mix of taxable pre-tax income by market.

Diluted Earnings per Share

Diluted EPS decreased 24.4% 9.5% to \$0.59 \$0.86 as compared to \$0.78 \$0.95 reported in the prior-year quarter. This decrease can be attributed to lower net earnings.

Nine Months Ended September 30, 2023 and October 1, 2022

Net Sales

The following table summarizes the changes in net sales by geographic region for the nine months ended as of the dates indicated:

Americas and Europe	43,361	20.3 %	50,643	21.7 %	(7,282)	(14.4 %)	745	(15.9 %)	Americas and Europe	42,699	18.7	18.7 %	48,6
	\$213,365	100.0 %	\$233,300	100.0 %	\$ (19,935)	(8.5 %)	\$ (4,677)	(6.5 %)			\$ 227,800	100.0 %	
	\$												

	Net Sales by Region (in thousands)						Change from prior year	Percent change	Currency impact on sales	Percent change excluding currency impact				
	Nine Months Ended													
	September 30, 2023	October 1, 2022												
Asia Pacific														
Greater China	\$ 359,178	51.3 %	\$ 384,196	49.9 %	\$ (25,018)	(6.5 %)	\$ (21,146)	(1.0 %)						
Southeast Asia Pacific	124,774	17.8 %	\$ 149,880	19.4 %	(25,106)	(16.8 %)	\$ (4,230)	(13.9 %)						
North Asia	79,381	11.4 %	\$ 84,409	11.0 %	(5,028)	(6.0 %)	\$ (2,343)	(3.2 %)						
Asia Pacific Total	563,333	80.5 %	618,485	80.3 %	(55,152)	(8.9 %)	\$ (27,719)	(4.4 %)						
Americas and Europe	136,594	19.5 %	152,156	19.7 %	(15,562)	(10.2 %)	204	(10.4 %)						
	\$ 699,927	100.0 %	\$ 770,641	100.0 %	\$ (70,714)	(9.2 %)	\$ (27,515)	(5.6 %)						

Asia Pacific: The decrease in constant currency net sales in Greater China was primarily the result of a sales decline in China and Taiwan where local currency net sales decreased 0.6% and 5.3%, respectively. There were local currency declines in all markets in the Southeast Asia Pacific sub-region, most notable in the Philippines, Australia, and Malaysia, which had local currency net sales declines of 26.3%, 11.7%, and 4.5%, respectively. The decrease in constant currency net sales in North Asia was primarily the result of a local currency sales decline of 3.5% in South Korea.

Americas and Europe: There were local currency sales declines in all markets in this region. The decrease in constant currency net sales is largely the result of sales declines in the United States and Canada, which had local currency net sales declines of 14.4%, and 8.0%, respectively.

Gross Profit

Gross profit decreased 10 basis points to 80.8% of net sales, down from 80.9% for the nine months ended October 1, 2022. The decrease in gross profit margin can be attributed to increases in material costs, unfavorable changes in currency exchange rates, and loss of leverage on lower net sales, partially offset by decreased inventory valuation adjustments, and the impact of modest price increases.

Associate Incentives

Associate incentives decreased 110 basis points to 42.6% of net sales, down from 43.7% for the nine months ended October 1, 2022. The relative decrease can primarily be attributed to decreases in promotional and program incentives. Additionally, price increases modestly contributed to the decrease in associate incentives.

Selling, General and Administrative Expenses

Selling, general and administrative expenses increased 220 basis points relative to net sales and decreased \$2.9 million in absolute terms. The relative increase can be attributed to leverage lost on lower net sales offset in part by a decline in variable selling, general and administrative costs. The decreased expense in absolute terms can be primarily attributed to a decrease in variable operating expenses.

Income Taxes

Income taxes increased to 38.0% of pre-tax earnings, up from 34.1% of pre-tax earnings for the nine months ended October 1, 2022. The effective tax rate increase is due primarily to an unfavorable change in the mix of pre-tax income by market.

Diluted Earnings per Share

Diluted EPS decreased 17.1% to \$2.43 as compared to \$2.93 reported for the nine months ended 2022. This decrease can be attributed to lower net earnings.

Liquidity and Capital Resources

We have historically met our working capital and capital expenditure requirements by using net cash flow from operations and by drawing on our line of credit. Our principal source of liquidity is our operating cash flow. Although we are required to maintain cash deposits with banks in certain of our markets, there are currently no material restrictions on our ability to transfer and remit funds among our international markets. In China, however, our compliance with Chinese accounting and tax regulations promulgated by the State Administration of Foreign Exchange ("SAFE") results in transfer and remittance of our profits and dividends from China to the United States on a delayed basis. If SAFE or other Chinese regulators introduce new regulations or change existing regulations which allow foreign investors to remit profits and dividends earned in China to other countries, our ability to remit profits or pay dividends from China to the United States may be limited in the future.

We believe our current liquidity is adequate to meet our cash requirements and sustain our operations through cash flow from operations. Maintaining a capital structure that emphasizes sufficient liquidity and adaptability in the prevailing economic climate is our top priority. We actively assess potential acquisition opportunities and investments in complementary ventures. While we continuously aim to preserve ample liquidity and ensure business continuity amid uncertainties, we also explore initiatives such as stock repurchases. These strategic decisions have the potential to impact our liquidity, enabling us to navigate these challenging times effectively.

Cash and Cash Equivalents

Cash and cash equivalents increased to \$307.1 million \$328.3 million as of September March 30, 2023 2024, from \$288.4 \$330.4 million as of December 31, 2022 December 30, 2023. Cash flow provided by operating activities was \$44.6 17.7 million partially offset by cash used in financing activities of \$14.9 million \$11.9 million, and cash used in investing activities of \$4.7 million \$4.1 million.

The table below presents concentrations of cash and cash equivalents by market for the periods indicated:

		Cash and cash equivalents (in millions)			
		As of September 30, 2023	As of December 31, 2022		
		Cash and cash equivalents (in Millions)		Cash and cash equivalents (in Millions)	
		As of March 30, 2024		As of March 30, 2024	As of December 30, 2023
United States	United States	182.1	114.1		
China	China	85.9	129.8		
All other markets	All other markets	39.1	44.5		
Total Cash and cash equivalents	Total Cash and cash equivalents	\$ 307.1	\$ 288.4		

Cash Flows Provided by Operations

As discussed above, our principal source of liquidity comes from our net cash flow from operations. Net cash flow provided by operating activities was \$44.6 17.7 million for the first nine three months of 2023 2024. Net earnings combined with adjustments of non-cash items contributed positively to our net cash flow provided by operating activities, partially offset by cash used to pay the 2023 annual employee bonus, accrued associate incentives, and the 2022 annual employee bonus, prepaid expenses.

Net cash flow provided by operating activities was \$63.4 12.8 million for the first nine three months of 2022 2023. Net earnings combined with adjustments of non-cash items contributed positively to our net cash flows provided by operating activities, partially offset by cash used to pay accrued associate incentives and the 2021 2022 annual employee bonus and a reduction in trade payables.

Line of Credit

Information with respect to our line of credit may be found in [Note G](#) to the Condensed Consolidated Financial Statements included in Item 1 of Part I of this report.

Share Repurchase

Information with respect to share repurchases may be found in [Note J](#) to the Condensed Consolidated Financial Statements included in Item 1 of Part I of this report.

Summary

We believe our current cash balances, future cash provided by operations, and amounts available under our line of credit will be sufficient to cover our operating and capital needs in the ordinary course of business for the foreseeable future. If we experience an adverse operating environment or unanticipated and unusual capital expenditure requirements, additional financing may be required. No assurance can be given, however, that additional financing, if required, would be available to us at all or on favorable terms. We might also require or seek additional financing for the purpose of expanding into new markets, growing our existing markets, mergers and acquisitions, or for other reasons. Such financing may include the use of debt or the sale of additional equity securities. Any financing which involves the sale of equity securities or instruments that are convertible into equity securities could result in immediate and possibly significant dilution to our existing shareholders.

Critical Accounting Policies

There were no changes during the quarter to our critical accounting policies as disclosed in our 2022 2023 Form 10-K. Our significant accounting policies are disclosed in [Note A](#) to our Consolidated Financial Statements filed with our 2022 2023 Form 10-K.

Item 3. Quantitative and Qualitative Disclosures About Market Risk

We have no material changes to the disclosures on this matter made in our **2022** **2023** Form 10-K. For a discussion of our exposure to market risk, refer to our market risk disclosures set forth in the section entitled "Quantitative and Qualitative Disclosures About Market Risk" in the **2022** **2023** Form 10-K.

Item 4. CONTROLS AND PROCEDURES

Evaluation of Disclosure Controls and Procedures

We maintain disclosure controls and procedures that are designed to ensure that information that is required to be disclosed in our Exchange Act reports is recorded, processed, summarized, and reported within the time periods that are specified in the SEC's rules and forms and that such information is accumulated and communicated to management, including our **Principal Chief Executive Officer (Principal Executive Officer)** and **Principal Chief Financial Officer (Principal Financial and Accounting Officer)**, as appropriate, to allow timely decisions regarding any required disclosure. In designing and evaluating these disclosure controls and procedures, management recognizes that any controls and procedures, no matter how well designed and operated, can provide only reasonable assurance of achieving the desired control objectives.

As of the end of the period covered by this report, our **Chief Executive Officer (Principal Executive Officer)** and **Chief Financial Officer (Principal Financial and Accounting Officer)** evaluated the effectiveness of the design and operation of our disclosure controls and procedures (as defined in Rule 13a-15(e) under the Exchange Act). Based on this evaluation, the Chief Executive Officer and Chief Financial Officer concluded that, **as a result of material weaknesses in internal control over financial reporting related to information technology general controls (ITGCs) as described in Part II, Item 9A of our Form 10-K for the fiscal year ended December 30, 2023 (the "2023 Form 10-K"), the disclosure controls and procedures were not effective as of September 30, 2023** **March 30, 2024**.

Changes in Internal Control Over Financial Reporting

There

Other than with respect to the remediation efforts addressed below, there were no changes in our internal control over financial reporting during the fiscal quarter ended **September 30, 2023** **March 30, 2024**, that materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

Remediation Efforts to Address Material Weakness

As previously disclosed in Part II, Item 9A of the **2023 Form 10-K**, we are implementing measures designed to ensure that the control deficiencies contributing to the material weaknesses are remediated, such that the relevant controls are designed, implemented, and operating effectively. The remediation actions are ongoing and include:

- Enhancing our IT organization that is responsible for the development, monitoring, and testing of the ITGCs to ensure sufficiency of resources with the appropriate knowledge, experience, and training; and
- Developing a training program addressing ITGCs and related policies, to educate control owners on the principles and requirements of internal control activities, including maintaining adequate evidence of the controls' operation, and ensuring timely and consistent performance of the controls as designed.

During the first quarter of 2024, we began the process of developing a detailed remediation plan to address each control deficiency. Additionally, we engaged a third-party consultant with expertise in ITGCs to assist with risk assessment and control design, educating and training ITGC control owners, advising on relevant IT policies, and providing guidance with regard to sufficient control documentation to support the controls' operation. In the coming quarters, we will continue our efforts to ensure that the control deficiencies contributing to the material weaknesses are remediated. This includes, but is not limited to, reviewing and updating IT policies, analyzing current processes and control documentation, and establishing the appropriate level of responsibility and ownership of ITGCs. The material weaknesses will not be considered remediated until the applicable controls operate for a sufficient period of time and management has concluded, through testing, that these controls are operating effectively. We expect that the remediation of these material weaknesses will be completed prior to the end of fiscal year 2024.

PART II. OTHER INFORMATION

Item 1. LEGAL PROCEEDINGS

We are a party to litigation and other proceedings that arise in the ordinary course of conducting business, including matters involving our products, intellectual property, supplier relationships, distributors, competitor relationships, employees, and other matters.

Information with respect to our legal proceedings may be found in [Note H](#) to the Condensed Consolidated Financial Statements included in Item 1 Part I of this report.

Item 1A. RISK FACTORS

Our business, results of operations, and financial condition are subject to various risks. Our material risk factors are disclosed in Part I, Item 1A of our **2022** **2023** Form 10-K. The risk factors identified in our **2022** **2023** Form 10-K have not changed in any material respect.

Item 2. UNREGISTERED SALES OF EQUITY SECURITIES AND USE OF PROCEEDS

(c) Purchases of Equity Securities by the Issuer and Affiliated Purchasers

Our share repurchase plan has been ongoing since the fourth quarter of 2000, with the Board of Directors periodically approving additional dollar amounts for share repurchases under the plan. At **September 30, 2023** **March 30, 2024**, the authorized amount available for repurchases under the plan was **\$71.2 million** **\$61.7 million**.

Repurchases are made from time to time at management's discretion in accordance with applicable federal securities laws. Repurchases may occur through open market purchases, pursuant to a Rule 10b5-1 trading plan, or in other transactions as permitted by the rules of the SEC. There is no requirement for future share repurchases, and there is no expiration date of the repurchase plan.

The following table summarizes information relating to purchases of our common stock made by or on behalf of the Company during the quarter ended **September 30, 2023** **March 30, 2024**.

Period	Issuer Purchases of Equity Securities (amounts in thousands, except per share data)			Total Number of Shares Purchased as Part of Publicly Announced Plans or Programs	Approximate Dollar Value of Shares that May Yet Be Purchased Under the Plans or Programs
	Total Number of Shares Purchased	Average Price Paid per Share ⁽¹⁾	146	14	
Fiscal July (Jul. 2, 2023 through Aug. 5, 2023)	—	\$—	—	—	\$82,839
Fiscal August (Aug. 6, 2023 through Sep. 2, 2023)	166	\$64.56	166	14	\$72,052
Fiscal September (Sep. 3, 2023 through Sep. 30, 2023)	14	\$62.89	14	180	\$71,182
	180			180	

Period	Issuer Purchases of Equity Securities (amounts in thousands, except per share data)			Total Number of Shares Purchased as Part of Publicly Announced Plans or Programs	Approximate Dollar Value of Shares that May Yet Be Purchased Under the Plans or Programs
	Total Number of Shares Purchased	Average Price Paid per Share ⁽¹⁾	194	194	
Fiscal January (Dec. 31, 2023 through Feb. 3, 2024)	—	\$—	—	—	\$71,186
Fiscal February (Feb. 4, 2024 through Mar. 2, 2024)	—	\$—	—	—	\$71,186
Fiscal March (Mar. 3, 2024 through Mar. 30, 2024)	194	\$48.71	194	194	\$61,703
	194			194	

(1) Represents the approximate weighted-average price paid per share excluding accrued excise taxes.

Item 5. OTHER INFORMATION

During the fiscal quarter ended **September 30, 2023** **March 30, 2024**, none of our directors or officers informed us of the adoption, modification or termination of a "Rule 10b5-1 trading arrangement" or "non-Rule 10b5-1 trading arrangement," as those terms are defined in Regulation S-K, Item 408.

Item 6. Exhibits

Exhibits marked with an asterisk (*) are filed herewith.

Exhibit Number	Description
31.1	*Certification of Principal Executive Officer pursuant to section 302 of the Sarbanes-Oxley Act of 2002
31.2	*Certification of Principal Financial Officer pursuant to section 302 of the Sarbanes-Oxley Act of 2002
32.1	*Certification of Principal Executive Officer pursuant to section 906 of the Sarbanes-Oxley Act of 2002, 18 U.S.C. Section 1350
32.2	*Certification of Principal Financial Officer pursuant to section 906 of the Sarbanes-Oxley Act of 2002, 18 U.S.C. Section 1350
101.INS	Inline XBRL Instance Document
101.SCH	Inline XBRL Taxonomy Extension Schema Document
101.CAL	Inline XBRL Taxonomy Extension Calculation Linkbase Document
101.DEF	Inline XBRL Taxonomy Extension Definition Linkbase Document
101.LAB	Inline XBRL Taxonomy Extension Label Linkbase Document
101.PRE	Inline XBRL Taxonomy Extension Presentation Linkbase Document
104	Cover Page Interactive Data file (formatted as Inline XBRL and contained in Exhibit 101)

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

Date: **November 7, 2023** May 7, 2024

USANA HEALTH SCIENCES, INC.

/s/ G. Douglas Hekking

G. Douglas Hekking

Chief Financial Officer
(Principal Financial Officer)

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EXHIBIT 31.1

CHIEF EXECUTIVE OFFICER CERTIFICATION

I, Jim H. Brown, certify that:

1. I have reviewed this Quarterly Report on Form 10-Q of USANA Health Sciences, Inc. (the "Registrant");
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the Registrant as of, and for, the periods presented in this report;
4. The Registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the Registrant and have:
 - a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the Registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c) Evaluated the effectiveness of the Registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

d) Disclosed in this report any change in the Registrant's internal control over financial reporting that occurred during the Registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the Registrant's internal control over financial reporting; and

5. The Registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the Registrant's board of directors (or persons performing the equivalent functions):

- All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the Registrant's ability to record, process, summarize and report financial information; and
- Any fraud, whether or not material, that involves management or other employees who have a significant role in the Registrant's internal control over financial reporting.

Date: November 7, 2023 May 7, 2024

/s/ Jim H. Brown

Jim H. Brown

Chief Executive Officer
(Principal Executive Officer)

EXHIBIT 31.2

CHIEF FINANCIAL OFFICER CERTIFICATION

I, G. Douglas Hekking, certify that:

- I have reviewed this Quarterly Report on Form 10-Q of USANA Health Sciences, Inc. (the "Registrant");
- Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
- Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the Registrant as of, and for, the periods presented in this report;
- The Registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the Registrant and have:
 - Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the Registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - Evaluated the effectiveness of the Registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - Disclosed in this report any change in the Registrant's internal control over financial reporting that occurred during the Registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the Registrant's internal control over financial reporting; and
- The Registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the Registrant's board of directors (or persons performing the equivalent functions):
 - All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the Registrant's ability to record, process, summarize and report financial information; and
 - Any fraud, whether or not material, that involves management or other employees who have a significant role in the Registrant's internal control over financial reporting.

Date: November 7, 2023 May 7, 2024

/s/ G. Douglas Hekking

G. Douglas Hekking

Chief Financial Officer
(Principal Accounting and Financial Officer)

**CERTIFICATION PURSUANT TO 18 U.S.C. SECTION 1350,
AS ADOPTED PURSUANT TO SECTION 906
OF THE SARBANES-OXLEY ACT OF 2002**

The undersigned hereby certifies that the Quarterly Report on Form 10-Q of USANA Health Sciences, Inc. for the period ended **September 30, 2023** **March 30, 2024** as filed **November 7, 2023** **May 7, 2024** with the Securities and Exchange Commission, fully complies with the requirements of Section 13(a) or 15(d) of The Securities Exchange Act of 1934 (15 U.S.C. 78m) and that the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of USANA Health Sciences, Inc.

Date: **November 7, 2023** **May 7, 2024**

/s/ Jim H. Brown

Jim H. Brown

Chief Executive Officer
(Principal Executive Officer)

**CERTIFICATION PURSUANT TO 18 U.S.C. SECTION 1350,
AS ADOPTED PURSUANT TO SECTION 906
OF THE SARBANES-OXLEY ACT OF 2002**

The undersigned hereby certifies that the Quarterly Report on Form 10-Q of USANA Health Sciences, Inc. for the period ended **September 30, 2023** **March 30, 2024** as filed **November 7, 2023** **May 7, 2024** with the Securities and Exchange Commission, fully complies with the requirements of Section 13(a) or 15(d) of The Securities Exchange Act of 1934 (15 U.S.C. 78m) and that the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of USANA Health Sciences, Inc.

Date: **November 7, 2023** **May 7, 2024**

/s/ G. Douglas Hekking

G. Douglas Hekking

Chief Financial Officer
(Principal Accounting and Financial Officer)

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