FORM 8-K
Current Report Pursuant
to Section 13 or $15(\mathrm{~d})$ of the Securities Exchange Act of 1934

June 2, 1994
(Date of Report (Date of Earliest Event Reported))
LA-Z-BOY CHAIR COMPANY
(Exact Name of Registrant as Specified in Its Charter)
Michigan
(State or Other Jurisdiction of Incorporation)
0-5091
(Commission File Number)
38-0751137
(I.R.S. Employer Identification No.)

1284 N. Telegraph Road
Monroe, Michigan 48161
(Address of Principal Executive Offices, Including Zip Code)
(313) 242-1444
(Registrant's Telephone Number, Including Area Code)
[not applicable]
(Former Name or Former Address If Changed Since Last Report

See Press Release and Financial Information Release attached.

See Annual Report Financial Section attached.

## 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 hereunto duly authorized.

LA-Z-BOY-CHAIR COMPANY

James J. Korsnack
Corporate Controller

## LA-Z-BOY HAD RECORD FOURTH QUARTER SALES AND EARNINGS; THE FULL YEAR WAS "EXCEPTIONALLY STRONG"

MONROE, MI., June 2, 1994: La-Z-Boy Chair Company's fiscal fourth quarter that ended on April 30, 1994 recorded sales up $13 \%$ (on a comparable week basis) and net income up $6 \%$ vs. last year's fourth quarter. Both sales and earnings were record highs for a fourth quarter.

Details of Financial Results
Fourth quarter sales grew to $\$ 241$ million vs. $\$ 198$ million, an increase of $22 \%$; however, the current year's fourth quarter contained 14 weeks vs. 13 weeks in the prior year, therefore sales on a comparable week basis increased 13\%. Net income improved 6\% to $\$ 12.3$ million ( $\$ .67$ per share) from $\$ 11.6$ million ( $\$ .64$ per share) last year. Operating profit rose $10 \%$.

For the 53 weeks ended April '94, sales were $\$ 805$ million, $18 \%$ greater than last year's $\$ 684$ million. Net income before an accounting change increased $27 \%$ to $\$ 34.7$ million ( $\$ 1.90$ per share) vs. $\$ 27.3$ million ( $\$ 1.50$ per share) last year. After the accounting change, net income was $\$ 2.08$ per share vs. $\$ 1.50$ last year.

## Chairman Comments

La-Z-Boy Chairman and President Charles T. Knabusch said, "Fourth quarter sales improved more than expected, and profits exceeded last year's strong numbers. We set many records in 1994, as each of our five divisions had sales gains for the quarter and full year. La-Z-Boy achieved its financial goals thanks to extraordinary employee efforts as well as to an improving economy."

Mr. Knabusch said he expects La-Z-Boy to continue outperforming the U.S. furniture industry. While industry sales currently are forecast to grow five to seven percent annually, La-Z-Boy is targeting increases of 10 percent per year, or a rate of growth at least higher than the industry's.
"It appears likely that we will meet this goal again in fiscal 1995," Mr. Knabusch said. "Sales orders in recent weeks have exceeded those of last year's comparable weeks. So, we're off to a good start, but because 1994 sales were exceptionally strong, it's unrealistic to expect another round of doubledigit sales percentage increases." The Company's fiscal 1995 selling year is 52 weeks long versus 53 weeks in the year just completed.
"Given continued strength in sales, earnings per share should improve in fiscal 1995, even though profit margins may improve only slightly. The Residential Division's response time to customers and capacity utilization are improving. The La-Z-Boy Contract Furniture Group is bringing out exciting new products. La-Z-Boy Canada has just started opening free-standing stores similar to the La-Z-Boy Furniture Galleries that are proving so successful in the U.S. The Hammary Division's new home theater systems are selling strongly, and plant expansion should strengthen the Kincaid Division's margins."
(Amounts in thousands, except per share data)
FOURTH QUARTER ENDED (UNAUDITED)
Amounts

|  | $\begin{gathered} \text { Apr. } 30, \\ 1994 \\ (14 \text { weeks }) \end{gathered}$ | $\begin{gathered} \text { Apr. } 24, \\ 1993 \\ (13 \text { weeks }) \end{gathered}$ | \% Over (Under) | Percent ------ 1994 | $\begin{gathered} \text { f Sales } \\ ------1993 \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Sales | \$241, 110 | \$198, 432 | 22\%* | 100.0\% | 100.0\% |
| Cost of sales | 176,912 | 143, 291 | 23\% | 73.4\% | 72.2\% |
| Gross profit | 64,198 | 55,141 | 16\% | 26.6\% | 27.8\% |
| $S, G \& A$ | 42,370 | 35,298 | 20\% | 17.5\% | 17.8\% |
| Operating profit | 21,828 | 19,843 | 10\% | 9.1\% | 10.0\% |
| Interest expense | 644 | 787 | -18\% | 0.3\% | 0.4\% |
| Other income | (352) | 432 | -181\% | -0.2\% | 0.2\% |
| Pretax income | 20,832 | 19,488 | 7\% | 8.6\% | 9.8\% |
| Income taxes | 8,492 | 7,885 | 8\% | 40.8\%* | $40.5 \%$ * |
| Net income | \$ 12,340 | \$ 11, 603 | 6\% | 5.1\% | 5.8\% |

Average shares
$18,308 \quad 18,190 \quad 1 \%$
Earnings per share
Dividends per share
\$0.67 \$0.64 5\%
\$0.17 \$0.15 13\%

* This is a $13 \%$ increase on a comparable per week basis.
** As a percent of pretax income, not sales.

La-Z-Boy Chair Company Financial Information Release 2 of 5 CONSOLIDATED SUMMARY OF OPERATIONS
(Amounts in thousands, except per share data)
TWELVE MONTHS ENDED (AUDITED)

|  | Amounts |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { Apr. } 30 \\ 1994 \\ (53 \text { weeks ) } \end{gathered}$ | $\begin{gathered} \text { Apr. 24, } \\ 1993 \\ (52 \text { weeks ) } \end{gathered}$ | \% Over <br> (Under) | Percent of Sales |  |
| Sales | \$804, 898 | \$684, 122 | 18\% | 100.0\% | 100.0\% |
| Cost of sales | 593,890 | 506,435 | 17\% | 73.8\% | $74.0 \%$ |
| Gross profit | 211, 008 | 177,687 | 19\% | 26.2\% | 26.0\% |
| $S, G \& A$ | 150,700 | 130,855 | 15\% | 18.7\% | 19.2\% |
| Operating profit | 60,308 | 46,832 | 29\% | 7.5\% | $6.8 \%$ |
| Interest expense | 2,822 | 3,260 | -13\% | 0.4\% | $0.5 \%$ |
| Other income | 669 | 1,727 | -61\% | $0.1 \%$ | 0.3\% |
| Pretax income | 58,155 | 45,299 | 28\% | 7.2\% | 6.6\% |
| Income taxes | 23,438 | 18,015 | 30\% | 40.3\%** | 39.8\%** |
| Income before acctg. change | 34,717 | 27, 284 | 27\% | 4.3\% | 4.0\% |
| Accounting change | 3,352 | - | N/A | 0.4\% | N/A |
| Net income | \$ 38, 069 | \$ 27, 284 | 40\% | 4.7\% | 4.0\% |
| Average shares | 18,268 | 18,172 | 1\% |  |  |
| Earnings per share: |  |  |  |  |  |
| Income before acctg. change | \$1.90 | \$1.50 | 27\% |  |  |
| Accounting change | 0.18 | - | N/A |  |  |
| Net income | \$2.08 | \$1.50 | 39\% |  |  |
| Dividends per share | \$0.64 | \$0.60 | 7\% |  |  |

(Dollars in thousands)

|  | AuditedApr. 30, Apr. 24,$1994 \quad 1993$ |  | Increase (Decrease) |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  | Dollars | Percent |
| Current Assets |  |  |  |  |
| Cash \& equivalents | \$ 25,926 | \$ 28,808 | (\$ 2,882) | -10\% |
| Receivables | 183, 115 | 169,950 | 13,165 | 8\% |
| Inventories |  |  |  |  |
| Raw materials | 31,867 | 27,555 | 4,312 | 16\% |
| Work-in-process | 29,325 | 30, 598 | $(1,273)$ | -4\% |
| Finished goods | 26,676 | 20,135 | 6,541 | 32\% |
| FIFO inventories | 87,868 | 78,288 | 9,580 | 12\% |
| Excess of FIFO over LIFO | $(20,632)$ | $(17,801)$ | $(2,831)$ | -16\% |
| Total inventories | 67,236 | 60,487 | 6,749 | 11\% |
| Deferred income taxes | 15,160 | 9,152 | 6, 008 | 66\% |
| Other current assets | 4,148 | 5,065 | (917) | -18\% |
| Total Current Assets | 295,585 | 273,462 | 22,123 | 8\% |
| Property, plant \& equipment | 94,277 | 90,407 | 3,870 | 4\% |
| Goodwill | 20,752 | 21,658 | (906) | -4\% |
| Other long-term assets | 19,639 | 15,537 | 4,102 | 26\% |
| Total Assets | \$430, 253 | \$401, 064 | \$29, 189 | 7\% |

Certain April 24, 1993 balance sheet items have been reclassed for comparability to April 30, 1994.
(Dollars in thousands)

|  | Audited |  | Increase (Decrease) |  |
| :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { Apr. 30, } \\ 1994 \end{gathered}$ | $\begin{gathered} \text { Apr. } 24, \\ 1993 \end{gathered}$ | Dollars | Percent |
| Current Liabilities |  |  |  |  |
| Current portion of L/T debt | \$ 2,875 | \$ 542 | \$ 2,333 | 430\% |
| Accounts payable | 21,552 | 20,010 | 1,542 | 8\% |
| Payroll/benefits | 29,453 | 28,411 | 1, 042 | 4\% |
| Estimated income taxes | 3,882 | 9, 011 | $(5,129)$ | -57\% |
| Other current liabilities | 13,701 | 13,090 | 611 | 5\% |
| Total Current Liabilities | 71,463 | 71,064 | 399 | 1\% |
| Long-term debt | 52,495 | 55,370 | $(2,875)$ | -5\% |
| Deferred income taxes | 6,949 | 4,857 | 2,092 | 43\% |
| Other long-term liabilities | 8,435 | 6,387 | 2,048 | 32\% |
| Shareholders' equity |  |  |  |  |
| 18,286,689 shares, \$1.00 par | 18,287 | 18,195 | 92 | 1\% |
| Capital in excess of par | 10,147 | 8,494 | 1,653 | 19\% |
| Retained earnings | 263,348 | 236,842 | 26,506 | 11\% |
| Currency translation | (871) | (145) | (726) | -501\% |
| Total Shareholders' Equity | 290, 911 | 263, 386 | 27,525 | 10\% |
| Total Liabilities and |  |  |  |  |
| Shareholders' Equity | \$430, 253 | \$401, 064 | \$29, 189 | 7\% |

Certain April 24, 1993 balance sheet items have been reclassed for comparability to April 30, 1994.

Overall:
Refer to today's press release for additional comments.
Extra Week in Fourth Quarter:

The fourth quarter ended April 30, 1994 contained 14 weeks compared to 13 weeks in the prior year's fourth quarter. The full year ended April 30, 1994 contained 53 weeks compared to 52 weeks last year.

Sales:
While the fourth quarter reflects a $22 \%$ sales increase on the Consolidated Summary of Operations, on a per week basis the sales increase was 13\%. The full year $18 \%$ sales increase was $15 \%$ on a per week basis.

Gross Profit:
The fourth quarter ended April 30, 1994 gross profit of $26.6 \%$ of sales fell short of the prior year's $27.8 \%$ primarily as a result of higher health-care costs. Management is uncertain whether this represents a trend or a one-time event. In any event, management continues to evaluate various steps it can take to help reduce the rate of health-care cost increases.

Other Income:
The $\$ 784$ (181\%) decline in other income for the quarter and $\$ 1,058$ (61\%) decline for the year were due to exchange losses due to the decline in the Canadian currency exchange rate throughout the year and changes in pensionrelated assumptions which were implemented in the third quarter.

Accounting Change:
During the first quarter of fiscal year 1994, the Company recorded a change in accounting principle in connection with the issuance of Statement of Financial Accounting Standards No. 109, "Accounting for Income Taxes", by the Financial Accounting Standards Board. This change in accounting principle increased net income and the net deferred tax asset by $\$ 3.4$ million or $\$ .18$ per share.

Capital Expenditures:
The 1994 capital expenditures of $\$ 17$ million exceeded the 1993 and 1992 levels of $\$ 12$ million. Management is forecasting 1995 capital expenditures to be \$19-\$24 million.

Additional Information:
La-Z-Boy has filed a Form 8-K with the Securities and Exchange Commission via their Electronic Data Gathering, Analysis and Retrieval (EDGAR) system. This filing includes the financial section of the Company's annual report (e.g., Consolidated Statement of Cash Flows, Notes to Consolidated Financial Statements, Management Discussion and Analysis, etc.).

## Report of Management Responsibilities

The management of La-Z-Boy Chair Company is responsible for the preparation of the accompanying consolidated financial statements, related financial data, and all other information included in the pages following. The financial statements have been prepared in accordance with generally accepted accounting principles and include amounts based on management's estimates and judgements where appropriate.

Management is further responsible for maintaining the adequacy and effectiveness of established internal controls. These controls provide reasonable assurance that the assets of La-Z-Boy Chair Company are safeguarded and that transactions are executed in accordance with management's authorization and are recorded properly for the preparation of financial statements. The internal control system is supported by written policies and procedures, the careful selection and training of qualified personnel, and a program of internal auditing.

The accompanying report of the Company's independent accountants states their opinion on the Company's financial statements, based on examinations conducted in accordance with generally accepted auditing standards. The Board of Directors, through its Audit Committee composed exclusively of outside directors, is responsible for reviewing and monitoring the financial statements and accounting practices. The Audit Committee meets periodically with the internal auditors, management, and the independent accountants to ensure that each is meeting its responsibilities. The Audit Committee and the independent accountants have free access to each other with or without management being present.

Charles T. Knabusch Chief Executive Officer

Frederick H. Jackson Chief Financial Officer

## Price Waterhouse

To the Board of Directors and Shareholders of La-Z-Boy Chair Company:
In our opinion, the accompanying consolidated balance sheet and the related consolidated statements of income, of cash flows and of changes in shareholders' equity, present fairly, in all material respects, the financial position of La-Z-Boy Chair Company and its subsidiaries at April 30, 1994 and April 24, 1993, and the results of their operations and their cash flows for each of the three years in the period ended April 30, 1994, in conformity with generally accepted accounting principles. These financial statements are the responsibility of the Company's management; our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits of these statements in accordance with generally accepted auditing standards which require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for the opinion expressed above.

As discussed in Note 8 to the Consolidated Financial Statements, on April 25, 1993, the Company changed its method of accounting for income taxes.


The accompanying Notes to Consolidated Financial Statements are an integral part of these statements.

| (Amounts in thousands, except par value) |  |  |
| :---: | :---: | :---: |
| As of | $\begin{gathered} \text { April 30, } \\ 1994 \end{gathered}$ | $\begin{gathered} \text { April } 24, \\ 1993 \end{gathered}$ |
| Assets |  |  |
| - - ----- |  |  |
| Current Assets |  |  |
| Cash and equivalents | \$ 25,926 | \$ 28, 808 |
| Receivables, less allowances of \$13,537 in 1994 and \$10,500 in 1993. | 183,115 | 169,950 |
| Inventories |  |  |
| Raw materials | 31,867 | 27,555 |
| Work-in-progress | 29,325 | 30,598 |
| Finished goods | 26,676 | 20,135 |
| FIFO inventories. | 87,868 | 78,288 |
| Excess of FIFO over LIFO. | $(20,632)$ | $(17,801)$ |
| Total inventories | 67,236 | 60,487 |
| Deferred income taxes. | 15,160 | 9,152 |
| Other current assets. | 4,148 | 5,065 |
| Total Current Assets. | 295,585 | 273,462 |
| Property, plant and equipment, net......... | 94,277 | 90,407 |
| Goodwill, less accumulated amortization of $\$ 5,574$ in 1994 and $\$ 4,668$ in 1993....... | 20,752 | 21,658 |
| Other long-term assets, less allowances of |  |  |
| \$1,257 in 1994 and \$1,170 in 1993.... | 19,639 | 15,537 |
| Total Assets. | \$430, 253 | \$401, 064 |



The accompanying Notes to Consolidated Financial Statements are an integral part of these statements. Certain April 24, 1993 balance sheet items have been reclassed for comparability to April 30, 1994.

| Increase (Decrease) |  |  |  |
| :---: | :---: | :---: | :---: |
| Year Ended | $\begin{gathered} \text { April 30, } \\ \text { 1994* } \\ (53 \text { weeks ) } \end{gathered}$ | $\begin{gathered} \text { April } 24, \\ 1993 \\ (52 \text { weeks }) \end{gathered}$ | $\begin{gathered} \text { April } 25, \\ 1992 \\ (52 \text { weeks }) \end{gathered}$ |
| Cash Flows from Operating Activities: |  |  |  |
| Net income. | \$ 38,069 | \$ 27, 284 | \$ 25,100 |
| Adjustments to reconcile net income to net |  |  |  |
| cash provided by operating activities: |  |  |  |
| Accounting change | $(3,352)$ | - | - |
| Depreciation and amortization | 14,014 | 14,061 | 14,840 |
| Change in receivables | $(13,165)$ | $(14,475)$ | $(7,039)$ |
| Change in inventories | $(6,749)$ | $(2,679)$ | 2,599 |
| Change in other assets and liab | (168) | 12,368 | 6,301 |
| Change in deferred taxes | (564) | $(1,965)$ | $(5,417)$ |
| Total adjustments | $(9,984)$ | 7,310 | 11,284 |
| Cash Provided by Operating Activities............. | 28,085 | 34,594 | 36,384 |
| Cash Flows from Investing Activities: |  |  |  |
| Proceeds from disposals of assets | 177 | 2,100 | 508 |
| Capital expenditures | $(17,485)$ | $(12,248)$ | $(12,187)$ |
| Change in pref. stocks held as invest | - | - | 1,583 |
| Change in other investments. | $(2,981)$ | $(2,624)$ | - |
| Cash Used for Investing Activities | $(20,289)$ | $(12,772)$ | $(10,096)$ |
| Cash Flows from Financing Activities: |  |  |  |
| Short-term debt | 727 | 1,767 | 4,444 |
| Long-term debt | - | - | 24,700 |
| Change in unexpended IRB funds | - | - | 414 |
| Retirements of debt | $(1,269)$ | $(6,581)$ | $(39,285)$ |
| Sale of stock under stock option plans | 1,850 | 1,372 | 1,973 |
| Stock for 40l(k) employee plans | 2,952 | 2,503 | 1,533 |
| Purchase of La-Z-Boy stock | $(2,928)$ | $(2,676)$ | (388) |
| Payment of cash dividends | $(11,692)$ | $(10,902)$ | (10,474) |
| Cash Used for Financing Activities | $(10,360)$ | $(14,517)$ | $(17,083)$ |
| Effect of exchange rate changes on cash. | (318) | (234) | (428) |
| Net change in cash and equivalents. | $(2,882)$ | 7,071 | 8,777 |
| Cash and equiv. at beginning of the year.. | 28,808 | 21,737 | 12,960 |
| Cash and equiv. at end of the year....... | \$25, 926 | \$28, 808 | \$21, 737 |
| Cash paid during the year $\begin{aligned} & \text { Income taxes.. } \\ & - \text { Interest..... }\end{aligned}$ | $\begin{array}{r} \$ 29,116 \\ \$ 2,675 \end{array}$ | $\begin{array}{r} \$ 16,789 \\ \$ 3,108 \end{array}$ | $\begin{array}{r} \$ 20,128 \\ \$ 5,105 \end{array}$ |

For purposes of the Statement of Cash Flows, the Company considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents.

The accompanying Notes to Consolidated Financial Statements are an integral part of these statements.
*Certain April 24, 1993 balance sheet items have been reclassed for comparability to April 30, 1994.
(Amounts in thousands)

|  | Common Shares | ```Capital in Excess of Par Value``` | Retained Earnings | Currency Translation Adjustments | Total |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Balance at April 27, 1991.. | \$17, 979 | \$ 6, 293 | \$203, 934 | \$1,011 | \$229, 217 |
| Purchase of La-Z-Boy stock... | (16) |  | (372) |  | (388) |
| Currency translation. |  |  |  | (602) | (602) |
| Exercise of stock options | 107 | 427 | 1,439 |  | 1,973 |
| Exercise of 40l(k) stock. | 65 | 585 | 883 |  | 1,533 |
| Dividends paid. |  |  | $(10,474)$ |  | $(10,474)$ |
| Net income. |  |  | 25,100 |  | 25,100 |
| Balance at April 25, 1992.. | 18,135 | 7,305 | 220,510 | 409 | 246,359 |
| Purchase of La-Z-Boy stock. | (117) |  | $(2,559)$ |  | $(2,676)$ |
| Currency translation. |  |  |  | (554) | (554) |
| Exercise of stock options. | 74 | 245 | 1, 053 |  | 1,372 |
| Exercise of 401(k) stock. | 103 | 944 | 1,456 |  | 2,503 |
| Dividends paid. |  |  | $(10,902)$ |  | $(10,902)$ |
| Net income |  |  | 27,284 |  | 27,284 |
| Balance at April 24, 1993.. | 18,195 | 8,494 | 236,842 | (145) | 263,386 |
| Purchase of La-Z-Boy stock. | (91) |  | $(2,837)$ |  | $(2,928)$ |
| Currency translation. |  |  |  | (726) | (726) |
| Exercise of stock options | 90 | 307 | 1,453 |  | 1,850 |
| Exercise of 40l(k) stock. | 93 | 1,346 | 1,513 |  | 2,952 |
| Dividends paid. |  |  | $(11,692)$ |  | $(11,692)$ |
| Net income |  |  | 38,069 |  | 38, 069 |
| Balance at April 30, 1994.. | \$18, 287 | \$10, 147 | \$263, 348 | (\$871) | \$290, 911 |

The accompanying Notes to Consolidated Financial Statements are an integral part of these statements.

## Note 1: Accounting Policies

The Company operates in the furniture industry. The following is a summary of significant accounting policies followed in the preparation of these financial statements.

Principles of Consolidation
The consolidated financial statements include the accounts of La-Z-Boy Chair Company and its wholly owned subsidiaries. All significant intercompany transactions have been eliminated.

Inventories

Inventories are valued at the lower of cost or market. Cost is determined on the last-in, first-out (LIFO) basis.

Property, Plant and Equipment
Items capitalized, including significant betterments to existing facilities, are recorded at cost. Depreciation is computed using primarily accelerated methods over the estimated useful lives of the assets.

Goodwill
The excess of the cost of operating companies acquired over the value of their net assets is amortized on a straight-line basis over 30 years from the date of acquisition.

Income Taxes

Income tax expense is provided on all revenue and expense items included in the consolidated statement of income, regardless of the period such items are recognized for income tax purposes. In fiscal 1994 the Company changed its method of accounting for income taxes (see Note 8).

Note 2: Cash and Equivalents
(Amounts in thousands)

|  | $\begin{gathered} \text { April 30, } \\ 1994 \end{gathered}$ | $\begin{gathered} \text { April 24, } \\ 1993 \end{gathered}$ |
| :---: | :---: | :---: |
| Cash in bank | \$ 5,926 | \$ 5,808 |
| Certificates of deposit | 20,000 | 15,000 |
| Commercial paper | - | 8,000 |
| Total cash and equivalents | \$25, 926 | \$28, 808 |

The Company invests in certificates of deposit with a bank whose board of directors includes three members of the Company's board of directors. At the end of 1994 and 1993, \$10 million and $\$ 15$ million, respectively, was invested in this bank's certificates.

Note 3: Property, Plant and Equipment
(Amounts in thousands)

|  | $\begin{gathered} \text { April } 30, ~ \\ 1994 \end{gathered}$ | $\begin{gathered} \text { April } 24, \\ 1993 \end{gathered}$ |
| :---: | :---: | :---: |
| Land and land improvements | \$ 7,117 | \$ 6,604 |
| Buildings and building fixtures. | 92,720 | 88,669 |
| Machinery and equipment | 82,971 | 73,281 |
| Information systems. | 9,859 | 10,523 |
| Other. | 11,789 | 12,092 |
|  | 204,456 | 191,169 |
| Less: accumulated depreciation....... | 110,179 | 100,762 |
| Property, plant and equipment, net.. | \$ 94, 277 | \$ 90, 407 |

Note 4: Debt
(Dollar amounts in thousands)


In April 1991 the Company entered into a \$50 million unsecured revolving credit line (Credit Agreement) to extend through August 31, 1998, requiring interest payments only through August 31, 1994 and periodic payments of principal and interest through 1998. The Company is in the process of renewing the Credit Agreement to require interest only payments through August 1999 and to require principal payment in August 1999. The Credit Agreement also includes covenants that, among other things, require the Company to maintain certain financial statement ratios. The Company has complied with all of the requirements.

Proceeds from industrial revenue bonds were used to finance the construction of manufacturing facilities. These arrangements require the Company to insure and maintain the facilities and make annual payments that include interest. The bonds are secured by the facilities constructed from the bond proceeds.

Maturities on debt obligations for the five years subsequent to April 30, 1994 are $\$ 3$ million, $\$ 2$ million, $\$ 3$ million, $\$ 2$ million and $\$ 3$ million, respectively. As of April 30, 1994, the Company had remaining unused lines of credit and commitments of $\$ 60$ million under several credit arrangements.

## Note 5: Stock Option Plans

The Company's shareholders adopted an employee stock option plan that provides grants to certain employees to purchase common shares of the Company at not less than their fair market value at the date of grant. Options are for five years and become exercisable at $25 \%$ per year beginning one year from date of grant. The Company is authorized to grant options for up to 1,600,000 common shares.

|  | Number of shares | Per share option price |
| :---: | :---: | :---: |
| Outstanding at April 25, 1992. | 415,942 | \$14.13 - \$22.13 |
| Granted. | 133,750 | \$21.75 |
| Exercised. | $(59,099)$ | \$14.13 - \$22.13 |
| Expired or cancelled | $(27,019)$ |  |
| Outstanding at April 24, 1993. | 463,574 | \$14.13-\$22.13 |
| Granted | 120,110 | \$29.63 |
| Exercised. | $(78,584)$ | \$14.13 - \$22.13 |
| Expired or cancelled | $(15,126)$ |  |
| Outstanding at April 30, 1994. | 489,974 | \$14.13-\$29.63 |
| Exercisable at April 30, 1994. | 193,915 |  |
| Shares available for grants at |  |  |
| April 30, 1994.... | 877,725 |  |

The Company's shareholders have adopted Restricted Share Plans under which the Compensation and Stock Option Committee of the Board of Directors was authorized to offer for sale up to an aggregate of 650,000 common shares to certain employees and non-employee directors at $25 \%$ of the fair market value of the shares. The plans require that all shares be held in an escrow account for a period of three years in the case of an employee, or until the participant's service as a director ceases in the case of a director. In the event of an employee's termination during the escrow period, the shares must be sold back to the Company at the employee's cost.

Shares aggregating 11,800 and 14,450 were granted and issued during the fiscal years 1994 and 1993, respectively, under the Restricted Share Plans. Shares remaining for future grants under the above plans amounted to 442,075 at April 30, 1994.

The Company's shareholders have also adopted a Performance-Based Restricted Stock Plan. This plan authorizes the Compensation and Stock Option Committee of the Board of Directors to award up to an aggregate of 400,000 shares to key employees. Grants of shares are based entirely on achievement of goals over a three-year performance period. Any award made under the plan will be at the sole discretion of the Committee after judging all relevant factors. At April 30, 1994, performance awards were outstanding pursuant to which up to 47,000 shares and 43,520 shares may be issued in fiscal years 1996 and 1997, respectively, depending on the extent to which certain specified performance objectives are met. The costs of performance awards are expensed over the performance period.

Note 6: Retirement

The Company has contributory and non-contributory retirement plans covering substantially all factory employees.

Eligible salaried employees are covered under a trusteed profit sharing retirement plan. Cash contributions to a trust are made annually based on profits.

The Company has established a non-qualified deferred compensation plan for highly compensated employees called a SERP (Supplemental Executive Retirement Plan).

The Company offers a voluntary 401(k) retirement plan to eligible employees within all U.S. operating divisions. Currently over $70 \%$ of eligible employees are participating in the plan. Employee contributions are matched with La-Z-Boy stock at $\$ 0.50$ on the dollar up to a maximum company contribution of $1 \%$ of pay.

The actuarially determined net periodic pension cost and retirement costs are computed as follows (for the years ended):
(Amounts in thousands)

|  | $\begin{aligned} & \text { April 30, } \\ & 1994 \\ & \text { (53 weeks) } \end{aligned}$ | $\begin{gathered} \text { April 24, } \\ 1993 \\ \text { (52 weeks) } \end{gathered}$ | $\begin{aligned} & \text { April 25, } \\ & 1992 \\ & \text { (52 weeks) } \end{aligned}$ |
| :---: | :---: | :---: | :---: |
| Service cost | \$1,526 | \$1,426 | \$ 839 |
| Interest cost. | 1,683 | 1,455 | 1,303 |
| Actual return on plan assets | (719) | $(2,197)$ | $(2,428)$ |
| Net amortization and deferral | $(1,575)$ | (234) | 233 |
| Net periodic pension cost | 915 | 450 | (53) |
| Profit sharing. | 4,659 | 4,341 | 3,557 |
| SERP. | 795 | 691 | 559 |
| 401(k) | 1,145 | 1,002 | 835 |
| Other. | 442 | 478 | 726 |
| Total retirement costs. | \$7,956 | \$6,962 | \$5,624 |

The funded status of the pension plans was as follows:
(Amounts in thousands)


The expected long-term rate of return on plan assets was 8.5\% for 1994 and $9.0 \%$ for 1993 and 1992. The discount rate used in determining the actuarial present value of accumulated benefit obligations was $7.5 \%$ for 1994, 8.0\% for 1993 and 8.5\% for 1992. Vested benefits included in the accumulated benefit obligation were $\$ 21$ million and $\$ 17$ million at April 30, 1994 and April 24, 1993, respectively. Plan assets are invested in a diversified portfolio that consists primarily of debt and equity securities.

The Company's pension plan funding policy has been to contribute annually the maximum amount that can be deducted for federal income tax purposes.

Note 7: Health Care
The Company offers eligible employees an opportunity to participate in group health plans. Participating employees make required premium payments through pretax payroll deductions.

Health-care expenses were as follows (for the years ended):
(Amounts in thousands)

|  | $\begin{gathered} \text { April } 30 \\ 1994 \\ \text { (53 weeks) } \end{gathered}$ | $\begin{gathered} \text { April 24, } \\ 1993 \\ \text { (52 weeks) } \end{gathered}$ | $\begin{gathered} \text { April } 25 \\ 1992 \\ (52 \text { weeks }) \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| Gross health care | \$29, 061 | \$23, 962 | \$22, 298 |
| Participant payments. | $(4,442)$ | $(2,356)$ | $(1,323)$ |
| Net health care | \$24, 619 | \$21, 606 | \$20, 975 |

The 1994 gross health-care expenses increased $21 \%$ over 1993 which was a much higher rate of increase than 1993's 7\% increase over 1992, even after adjusting for employment increases.

Participant payments increased markedly due to premium payments for most employees becoming effective January 1993 making 1994 the first full payment year. Participant payments covered $15 \%$ of health-care expenses in 1994.

Net health-care costs in 1994 increased $14 \%$ over 1993 compared to a $3 \%$ increase in 1993 over 1992 even though much higher participant payments occurred.

The Company makes annual provisions for any current and future retirement health-care costs which may not be covered by retirees' collected premiums.

Note 8: Income Taxes
Effective April 25, 1993, the Company adopted Statement of Financial Accounting Standards No. 109 (SFAS 109), "Accounting for Income Taxes," which applies a balance sheet approach to income tax accounting. In accordance with the new standard, the balance sheet reflects the anticipated tax impact of future taxable income or deductions implicit in the balance sheet in the form of temporary differences. These temporary differences reflect the difference between the basis in assets and liabilities as measured in the financial statements and as measured by tax laws using enacted tax rates. On April 25, 1993, the Company recorded a tax credit of $\$ 3$ million or $\$ 0.18$ per share, which represents the net increase in the net deferred tax asset as of that date. Such amount has been reflected in the consolidated statement of income as an accounting change. Prior years' financial statements have not been restated.

The primary components of the Company's deferred tax assets and liabilities as of April 30, 1994 and April 25, 1993 (date of adoption) are as follows:
(Amounts in thousands)

|  | $\begin{gathered} \text { April 30, } \\ 1994 \end{gathered}$ | $\begin{gathered} \text { April } 25, \\ 1993 \end{gathered}$ |
| :---: | :---: | :---: |
| Current |  |  |
| Deferred income tax assets (liabilities): |  |  |
| Bad debt | \$ 5,993 | \$ 4,628 |
| Warranty. | 2,703 | 2,496 |
| Workers' compensation | 1,211 | 1,118 |
| Inventory. | 916 | 1,186 |
| State income tax | (40) | 1,569 |
| Other. | 4,881 | 2,794 |
| Net current deferred tax assets. | 15,664 | 13,791 |
| Noncurrent |  |  |
| Deferred income tax assets (liabilities): |  |  |
| Property, plant and equipment | $(4,372)$ | $(4,108)$ |
| Pension. | $(2,899)$ | $(2,638)$ |
| Other. | 322 | 408 |
| Net noncurrent deferred tax liabilities | $(6,949)$ | $(6,338)$ |
| Valuation allowance. | (504) | (342) |
| Net deferred tax asset. | \$8, 211 | \$7,111 |

The differences between the provision for income taxes and income taxes computed using the U.S. federal statutory rate are as follows (for the years ended) :
(\% of pretax income)

|  | $\begin{gathered} \text { April 30, } \\ 1994 \end{gathered}$ | $\begin{gathered} \text { April 24, } \\ 1993 \end{gathered}$ | $\begin{gathered} \text { April 25, } \\ 1992 \end{gathered}$ |
| :---: | :---: | :---: | :---: |
| Statutory tax rate | 35.0 | 34.0 | 34.0 |
| Increase (reduction) in taxes resulting in: |  |  |  |
| State income taxes net of federal benefit.. | 4.8 | 4.7 | 4.3 |
| Tax credits. | (0.2) | (0.3) | (1.0) |
| Acquisition amortization. | 0.7 | 0.9 | 0.9 |
| Merger of previously acquired operation | - | - | (0.7) |
| Miscellaneous items. | 0.0 | 0.5 | (0.4) |
| Effective tax rate | 40.3 | 39.8 | 37.1 |

## Note 9: Contingencies

The Company has been named as defendant in various lawsuits arising in the normal course of business. It is not possible at the present time to estimate the ultimate outcome of these actions; however, management and the Company's legal counsel believe that the resultant liability, if any, will not be material.

The Company is also subject to contingencies pursuant to environmental laws and regulations. The Company accrues for certain environmental remediation activities related to past operations, including Superfund clean-up and Resource Conservation and Recovery Act compliance activities, for which commitments have been made and reasonable cost estimates are possible. Currently, the Company has been determined to be a "de-minimus" level potentially responsible party (PRP) at three clean-up sites and has provided for any known costs relating to these sites. The Company is also conducting voluntary compliance audits at Company owned facilities. Although there probably will be future expenditures in this area, the effect on future financial results is not subject to reasonable estimation. However, management does not anticipate that they will have a material adverse effect.

The Management Discussion and Analysis, as required by the Securities and Exchange Commission, should be read in conjunction with the Report of Management Responsibilities, the Report of Independent Accountants, the Financial Statements and related Notes, and all other pages that follow them in the annual report.

Background

| Sales by Type | 1994 | 1993 | 1992 |
| :---: | :---: | :---: | :---: |
| Residential (Home) |  |  |  |
|  |  |  |  |
| Upholstery.. | 76\% | 74\% | 75\% |
| Wood \& Other | 18\% | 19\% | 17\% |
|  | 94\% | 93\% | 92\% |
| Contract (Office) | 6\% | 7\% | 8\% |
|  | ---- | ---- | ---- |
|  |  |  |  |
| Sales by Country | 1994 | 1993 | 1992 |
| - - ------------ | 94\% | 95\% | 95\% |
| United States..... Canada and Foreign | 6\% | 5\% | 5\% |
|  | 100\% | 100\% | 100\% |
|  | ==== | ==== | === |

La-Z-Boy is organized into five operating divisions. Residential (67 years in business) accounts for the majority of the upholstery category. Kincaid (48 years) is part of the wood category. La-Z-Boy Contract Furniture Group (22 years) is all of the Contract line. Hammary (50 years) is primarily in the wood category. La-Z-Boy Canada (65 years) is part of the upholstery category.

La-Z-Boy's market share of all U.S. upholstery furniture products is above $8 \%$.
On the basis of available market share data (in dollars), La-Z-Boy has 30-35\% of the U.S. single-seat recliner market and is the world's largest recliner manufacturer. (The next largest U.S. competitor holds roughly $20 \%$ of the U.S. market.) La-Z-Boy's sleep sofa current market share, approximately $12 \%$, has been growing over the last three years.

Market share data by individual product lines other than recliners and sleepers (e.g., sofas, reclining sofas, wood bedroom and dining room, wood occasional, etc.) indicate that, although La-Z-Boy does not have a market share above 10\% in any one line, the Company's market share has been growing over the last three years in most lines.
U.S. furniture industry sales increased roughly 6-8\% in La-Z-Boy's fiscal 1994 over 1993. La-Z-Boy's sales increase of $18 \%$ over 1993 continued to exceed the increase experienced by the industry as a whole. Approximately $2 \%$ of this increase was due to 1994 including 53 weeks while 1993 contained 52 weeks. The sales volume increase was largely due to improvements in the economy. Selling price increases were generally in the $2-4 \%$ range. Major product lines that experienced rates of unit growth above the Company average were the modulars, lower end recliners, sofas, reclining sofas, high end recliners and bedroom (wood).

No divisions or companies were acquired or disposed of during the last six years. Therefore, all sales growth has been internally generated.

During 1994, the La-Z-Boy Contract Furniture Group was formed through the merger of the former La-Z-Boy Contract and RoseJohnson divisions.

The number of independently owned La-Z-Boy Furniture Galleries stores continued to grow in 1994. Most of these stores were major upgrades or new locations for earlier generation La-Z-Boy Showcase Shoppes. These stores are part of the reason La-Z-Boy sales growth has exceeded the industry average. In addition, the number of smaller in-store galleries continued to grow for all divisions.

The gross margin (gross profit dollars as a percent of sales) of $26.2 \%$ in 1994 was up from the $26.0 \%$ gross margin in 1993. Reasons for the improvement include: the $18 \%$ sales increase covering fixed costs; the lack of some onetime costs that affected last year relating to start-up and training for new styles and changes to manufacturing techniques; real selling price increases and better plant efficiencies. These reasons for improvement more than offset the effects of increased sales of product lines with lower-than-average gross margins and increased lumber and health-care costs.

Other income declined in 1994 due to a reduction in interest income, changes in pension-related assumptions and Canadian currency exchange losses.

Income tax expense as a percent of pretax income increased to 40.3\% in 1994 from $39.8 \%$ in 1993. The effect of the $1 \%$ increase in the federal tax rate to $35 \%$ was partially offset by changes in profitability among divisions.

Statement of Financial Accounting Standards No. 109, "Accounting for Income Taxes", which changed the method of accounting for income taxes, was adopted by the Company effective April 25, 1993. This change in accounting principle increased net income and the net deferred tax asset by $\$ 3.4$ million or $\$ .18$ per share.

La-Z-Boy's 1993 sales increase of $10 \%$ over 1992 once again exceeded the growth in the U.S. residential furniture industry as a whole. The 1993 sales increase together with forecasted growth in the industry indicates that the furniture industry recession which adversely affected results for the previous four years has ended. Selling price increases during 1993 were generally in the 1-3\% range. Major product lines that experienced rates of unit sales growth above the Company average were the reclining sofa, high end recliner, lower end recliners, bedroom (wood) and occasional (wood) product lines.

During 1993, 18 independently owned La-Z-Boy Furniture Galleries stores opened, bringing the total number of stores to 63. The rate of new store openings and their sales volumes are meeting management's expectations. Most of these openings were major upgrades or new locations for earlier generation La-Z-Boy Showcase Shoppes.

Gross margin of $26.0 \%$ in 1993 was down from the $26.9 \%$ gross margin in 1992 even though unit volume increased. This decline in gross margin was primarily in the Residential division which generates roughly $70 \%$ of consolidated sales.

The Residential division gross margin declined for two main reasons. The primary reason was that unexpectedly high labor and overhead costs were incurred at most plants. These costs were primarily caused by the introduction of new styles and efforts to improve plant methods while at the same time, reduce inventories, improve the flexibility to handle a greater number of different styles, and ship dealer orders more complete and quicker than in the past. In addition, an anticipated unfavorable product line mix effect occurred from selling more product lines with lower-than-average gross margins.

S,G \& A expense for 1993 of $19.2 \%$ of sales was lower than last year's percentage of $19.9 \%$ primarily due to the relatively large sales increase and a decline in bad debt expense.

Interest expense declined $\$ 2.0$ million in 1993 from 1992 due to a combination of lower debt principal amounts and lower interest rates.

The increase in other income was primarily due to increased interest income realized from higher cash balances throughout the year more than offsetting lower interest rates.

Income tax expense as a percent of pretax income increased to $39.8 \%$ in 1993 from 37.1\% in 1992. In 1992, there was a one-time tax benefit from the merger of a previously acquired division.

Cash flows from operations amounted to $\$ 28$ million in 1994, $\$ 35$ million in 1993 and $\$ 36$ million in 1992 and have usually been adequate for day-to-day expenditures, dividends to shareholders and capital expenditures.

The 1994 cash flow from operations declined $\$ 6.5$ million from 1993. Other assets and liabilities changed from a source of cash in 1993 to a use of cash in 1994 primarily due to the payment of income taxes. Also, inventories increased $\$ 6.7$ million.

Capital expenditures were $\$ 17.5$ million in 1994 compared to $\$ 12.2$ million for both 1993 and 1992. Some capacity expansions occurred in 1994 while the prior two years did not require expansions. Capacity utilization of about 70\% at the end of 1994 was up from about $65 \%$ at the end of 1993.

Cash flows relating to debt caused both inflows and outflows of cash. No new debt was raised in the last three years. During 1992, a $\$ 15.0$ million bridge loan was refinanced through a private placement and two industrial revenue bonds totaling $\$ 9.7$ million were refinanced at a lower interest rate.
Retirements of debt totaled between $\$ 1$ million and $\$ 15$ million for each of the last three years and are primarily related to paying down the $\$ 53$ million debt incurred in 1987 to acquire an operating division. While the cash flow statement shows that $\$ 39.3$ million of debt was retired in 1992, $\$ 24.7$ million relates to refinancing as described above.

In October 1987, the La-Z-Boy Board of Directors authorized a one-million share stock repurchase program. In February 1993, the Board authorized the repurchase of another one million shares. As of April 30, 1994 and April 24, 1993, the Company had acquired about 1,010,000 and 930,000 shares, respectively, of its own stock. The Company plans to be in the market for its shares as changes in its stock price and other financial opportunities arise.

The financial strength of the Company is reflected in two commonly used ratios - - -the current ratio (current assets divided by current liabilities) and the debt-to-capital ratio (total debt divided by beginning of the year shareholders' equity plus total debt). The current ratio at the end of 1994 and 1993 was 4.1:1 and 3.8:1, respectively. The debt to capital ratio was $17.4 \%$ at the end of 1994 and $18.5 \%$ at the end of 1993.

La-Z-Boy provides for all current and future potential liabilities as required including those relating to postretirement benefits.

The Company is subject to contingencies pursuant to environmental laws and regulations. The Company accrues for certain environmental remediation activities related to past operations, including Superfund clean-up and Resource Conservation and Recovery Act compliance activities, for which commitments have been made and reasonable cost estimates are possible. Currently, the Company has been determined to be a "de-minimus" level potentially responsible party (PRP) at three clean-up sites and has provided for any known costs relating to these sites. The Company is also conducting voluntary compliance audits at Company owned facilities.

La-Z-Boy's 1995 fiscal year to end April 29, 1995 will include 52 weeks compared to fiscal year 1994, which included 53 weeks. This is approximately a $2 \%$ reduction in the length of the year which will affect sales and other financial comparisons from year to year.

The Company expects the economic recovery to continue through calendar year 1994. Sales in fiscal year 1995 are expected to exceed the 1994 results but due to the stronger than expected year in 1994, the double digit sales increase experienced in 1994 is not expected to repeat.

One of La-Z-Boy's financial objectives is to achieve sales increases of $10 \%$ per year or increases at least greater than that of the furniture industry. Some furniture industry forecasts for calendar year 1994 over 1993 are in the 5-7\% range. For 1994, La-Z-Boy sales increased 18\% over 1993.

The Company's major residential efforts and opportunities for sales growth greater than industry averages are focused outside the recliner market segment, e.g., stationary upholstery (single and multi-seat), reclining sofas and modulars, wood occasional and wall units and wood bedroom and dining room.

The newly formed La-Z-Boy Contract Furniture Group sales growth rate in the next few years is expected to exceed the average of the other divisions. Today, this division is not generating a profit and profits are not expected to improve in 1995 due to large research and development expenditures, reorganization costs and start-up costs associated with the recent merger of the two formerly separate contract divisions. Eventually, profit margins comparable to the Company's average rates are believed to be able to be achieved. Profitability at this level would help the Company reach the financial goals described below even though this division is not large enough to dramatically affect the results.

A second financial goal is to improve operating profit as a percent of sales in 1995 compared to 1994. For 1994, the operating profit margin was $7.5 \%$ of sales.

A third goal is to achieve operating profit, interest income and other income (return) as a percent of beginning of the year capital of $20 \%$. For 1994, return on capital was 19.4\%.

La-Z-Boy has an opportunity to improve its margins through increases in efficiency, improvements in the utilization of equipment and facilities and increases in sales volumes, even though product line growth may be in lines with lower gross margins.

Capital expenditures are forecast to be approximately $\$ 19$ to $\$ 24$ million in 1995 compared to $\$ 17.5$ million in 1994. The 1995 forecast includes the construction of a new upholstery factory in Arkansas. The 396,000 square foot plant is being constructed to replace an existing older 200,000 square foot plant. Long-term financing of the expected $\$ 7$ million cost is planned to be through the use of industrial revenue bonds.

The effect of environmental costs on future financial results is not subject to reasonable estimation. However, management does not anticipate that they will have a material adverse effect.

| Year Ended in April | $\begin{gathered} 1994 \\ (53 \text { wks }) \end{gathered}$ | $\begin{gathered} 1993 \\ (52 \text { wks }) \end{gathered}$ | $\begin{gathered} 1992 \\ (52 \text { wks }) \end{gathered}$ | $\begin{gathered} 1991 \\ (52 \text { wks }) \end{gathered}$ | $\begin{gathered} 1990 \\ (52 \mathrm{wks}) \end{gathered}$ | $\begin{gathered} 1989 \\ (52 \text { wks }) \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Sales | \$804, 898 | \$684, 122 | \$619,471 | \$608, 032 | \$592, 273 | \$553, 187 |
| Cost of sales | 593,890 | 506,435 | 453, 055 | 449, 502 | 430, 383 | 397, 776 |
| Gross profit | 211, 008 | 177,687 | 166,416 | 158,530 | 161,890 | 155,411 |
| Sell, gen \& admin.. | 150,700 | 130,855 | 122,888 | 115, 239 | 111,613 | 106,937 |
| Oper profit | 60,308 | 46,832 | 43,528 | 43, 291 | 50,277 | 48,474 |
| Interest expense. | 2,822 | 3, 260 | 5,305 | 6,374 | 7,239 | 7,567 |
| Interest income | 1,076 | 1,474 | 1,093 | 1,215 | 1,597 | 1,864 |
| Acquisition amort | (1, 056 ) | $(1,039)$ | (1, 039 ) | (1, 039 ) | (1, 039) | (1, 041) |
| Other income. | 649 | 1,292 | 1,628 | 1,277 | 1,939 | 2,244 |
| Total other inc.. | 669 | 1,727 | 1,682 | 1,453 | 2,497 | 3,067 |
| Income before tax. | 58,155 | 45,299 | 39,905 | 38,370 | 45,535 | 43,974 |
| Income tax expense. | 23,438 | 18,015 | 14,805 | 15,009 | 17,282 | 16,508 |
| Net income. | \$34, 717* | \$27, 284 | \$25,100 | \$23, 361 | \$28, 253 | \$27,466 |
| Weighted avg shares outstg ('000s)... | 18,268 | 18,172 | 18,064 | 17,941 | 17,868 | 17,886 |
| Per com shr outstg |  |  |  |  |  |  |
| Net income. | \$1.90* | \$1.50 | \$1.39 | \$1.30 | \$1.58 | \$1.54 |
| Cash div paid | \$0.64 | \$0.60 | \$0.58 | \$0.56 | \$0.54 | \$0.46 |
| BV on YE shr outst. | \$15.91 | \$14.48 | \$13.58 | \$12.75 | \$11.98 | \$10.91 |
| Rtn avg shrhdr eqt. | 12.5\%* | 10.7\% | 10.6\% | 10.5\% | 13.8\% | 14.7\% |
| Gr prft \% of sales. | 26.2\% | 26.0\% | $26.9 \%$ | 26.1\% | 27.3\% | 28.1\% |
| Op prft \% of sales. | 7.5\% | $6.8 \%$ | 7.0\% | 7.1\% | 8.5\% | 8.8\% |
| op prft, int inc \& oth inc as \% of |  |  |  |  |  |  |
| BOY capital | 19.4\% | 16.2\% | 15.4\% | 15.6\% | 19.6\% | 19.3\% |
| Net inc \% of sales. | 4.3\%* | 4.0\% | 4.1\% | 3.8\% | 4.8\% | 5.0\% |
| Income tax expense \% pretax income.. | 40.3\% | 39.8\% | 37.1\% | 39.1\% | 38.0\% | 37.5\% |
| Deprec \& amortiz | \$14, 014 | \$14, 061 | \$14, 840 | \$14, 039 | \$13, 735 | \$13, 607 |
| Capital expendtrs. | \$17,485 | \$12, 248 | \$12, 187 | \$21, 428 | \$22,418 | \$9,334 |
| Prty, plt, eqpt, net | \$94, 277 | \$90,407 | \$93,440 | \$95,508 | \$89, 141 | \$79,845 |
| Working capital | \$224, 122 | \$202, 398 | \$184, 431 | \$172,989 | \$170, 292 | \$158,947 |
| Current ratio. | 4.1 to 1 | 3.8 to 1 | 3.7 to 1 | 3.7 to 1 | 3.4 to 1 | 3.1 to 1 |
| Total assets | \$430, 253 | \$401, 064 | \$376, 722 | \$363, 085 | \$361, 856 | \$349, 007 |
| Long-term debt | \$52,495 | \$55, 370 | \$55, 912 | \$62, 187 | \$69, 066 | \$70, 641 |
| Debt | \$55,370 | \$55, 912 | \$60, 726 | \$70, 867 | \$78, 036 | \$80, 244 |
| Shareholders' eqty. | \$290, 911 | \$263, 386 | \$246, 359 | \$229, 217 | \$214,585 | \$194, 293 |
| Ending capital. | \$346, 281 | \$319, 298 | \$307, 085 | \$300, 084 | \$292, 621 | \$274,537 |
| Ratio debt to eqty. | 19.0\% | 21.2\% | 24.6\% | 30.9\% | 36.4\% | 41.3\% |
| Ratio debt to capl. | 17.4\% | 18.5\% | 20.9\% | 24.8\% | 28.7\% | 31.0\% |
| Shareholders | 12,615 | 9, 032 | 8,081 | 7,208 | 6,827 | 4,843 |
| Employees......... | 9,370 | 8,724 | 8,153 | 7,828 | 8, 046 | 7,743 |

[^0]|  | Dividends Paid | Market Price |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  | High |  |  |
|  |  |  | Low | Close |
| July 24 | \$0.15 | \$31 7/8 | \$25 1/2 | \$29 3/4 |
| Oct. 23 | 0.15 | 31 7/8 | 29 1/4 | 31 3/8 |
| Jan. 22 | 0.17 | 39 3/4 | 31 1/2 | 39 3/4 |
| Apr. 30 | \$0.17 | \$40 | \$30 1/2 | \$33 1/2 |
|  | \$0.-64 |  |  |  |
|  | ==== |  |  |  |
| 1993 | Divi- | Market Price |  |  |
| Quarter | dends |  |  |  |
| Ended | Paid | High | Low | Close |
| July 25 | \$0.15 | \$24 5/8 | \$21 | \$23 3/8 |
| Oct. 24 | 0.15 | 24 3/8 | 18 | 20 3/8 |
| Jan. 23 | 0.15 | 27 1/8 | 20 5/8 | 26 3/8 |
| Apr. 24 | \$0.15 | \$29 3/4 | \$26 3/8 | \$28 |
|  | \$0.60 |  |  |  |



La-Z-Boy Chair Company common shares are traded on the NYSE and the PSE (symbol LZB).

*Excludes the income effect of adopting SFAS 109 in May 1993 of $\$ 3,352$ or \$. 18 per share.


[^0]:    *Excludes the income effect of adopting SFAS 109 in May 1993 of $\$ 3,352$ or \$. 18 per share.

