



CORPORATE GOVERNANCE GUIDELINES

The Board of Directors (the “Board”) of La-Z-Boy Incorporated (the “Company”) has adopted these guidelines, effective February 24, 2026, to assist the Board in the exercise of its duties and responsibilities and to serve the best interests of the Company and its shareholders.

ROLE OF THE BOARD OF DIRECTORS

The Board oversees and provides policy guidance on the business and affairs of the Company. It monitors overall corporate performance, the integrity of the Company’s financial controls, and the effectiveness of its legal compliance programs, while also overseeing management and plans for the succession of key executives. The Board also oversees the Company’s strategic and business planning process. This is generally accomplished through a year-round process culminating in an in-depth review by the Board of the Company’s updated corporate strategic plan and the principal risks and opportunities the Company expects to face in the future. Subsequently, the Board reviews the Company’s business and operating plan, annual capital expenditure plan, and related key financial and supplemental objectives.

DIRECTOR RESPONSIBILITIES

The directors’ basic responsibility is to exercise their business judgment consistent with the best interests of the Company and its shareholders, conducting themselves in accordance with their duties of care and loyalty. In discharging their obligations, directors are entitled to rely in good faith on the Board’s committees, management and the advice of the Company’s outside advisors and auditors selected with due care acting within their areas of competence.

The Company expects directors to spend the time needed to understand the Company’s business and to carry out their responsibilities as directors, including meeting as frequently as necessary to properly discharge the directors’ responsibilities, attending the Company’s annual meeting, attending substantially all of the meetings of the Board and the committees on which they serve, and reviewing in advance all materials for such Board and committee meetings.

DIRECTOR INDEPENDENCE

The Company requires that a substantial majority of the Board be independent directors, as defined by the listing standards of the New York Stock Exchange (NYSE). To reach a determination that a director is “independent” under the NYSE listing standards, the Board must affirmatively determine that the director, in addition to satisfying other requirements of the NYSE listing standards relating to independent directors, has no direct or indirect material relationship with the Company.

In addition, the Board has determined that the following categorical standards identify relationships that a director may have with the Company that will *neither* be considered material *nor* otherwise preclude an independence determination:

- if any family member of a director is or was employed by the Company in a non-executive capacity and the family member's compensation has not exceeded \$120,000 in any one fiscal year;
- if any family member of a director is a current employee (but not a partner) of the Company's internal or external auditor and such family member does not personally work on the Company's audit; or the family member was within the last three years (but is no longer) a partner or employee of such a firm and did not personally work on the Company's audit within that time;
- if a director is an executive officer, director, or shareholder of another company that does business with the Company and the annual revenues derived from that business are less than 1% of either company's total consolidated gross revenues;
- if a director is an executive officer, director, or shareholder of another company that is indebted to the Company, or to which the Company is indebted, and the total amount of either company's indebtedness to the other is less than 1% of the total consolidated assets of each company; or if the director is an executive officer, director, or shareholder of a bank or other financial institution (or its holding company) that extends credit to the Company on normal commercial terms and the total amount of our indebtedness to the bank or other financial institution is less than 3% of the Company's total consolidated assets;
- if a director is an executive officer or director of another company in which the Company owns common stock, and the amount of the Company's common stock interest is less than 5% of the total shareholders' equity of the other company;
- if a director is a director, officer, or trustee of a charitable organization, the Company's annual charitable contributions to the organization (exclusive of gift-match payments) are less than 1% of the organization's total annual charitable receipts, all of the Company's contributions to the organization were approved through the Company's normal approval process, and no contribution was made "on behalf of" any of the Company's officers or directors; or if a director is a director of the La-Z-Boy Foundation;
- if a director is a member of, employed by, or of counsel to a law firm or investment banking firm that performs services for the Company, payments made by the Company to the firm during a fiscal year do not exceed 1% of the firm's gross revenues for the fiscal year, and the director's relationship with the firm is such that his or her compensation is not linked directly or indirectly to the amount of payments the firm receives from the Company.

MAJORITY VOTE STANDARD FOR DIRECTOR ELECTIONS

In accordance with Michigan law, directors will be elected at the meeting by a plurality of votes cast from among those persons duly nominated. However, any nominee for director who, in an

uncontested election, fails to receive a majority of the votes cast must, promptly following certification of the vote, deliver his or her resignation to the Board for its consideration. An election will be treated as contested when there are more nominees than positions to be filled.

Within 90 days following certification of the shareholder vote, the Board, excluding the director failing to receive a majority of the votes cast, will decide whether to accept the offered resignation, and the Company will promptly disclose the Board's decision in a document filed with the SEC. Any vacancy created by acceptance of an offered resignation may be filled by the Board in accordance with the Company's bylaws.

DIRECTOR QUALIFICATIONS AND OVERBOARDING POLICY

It is essential that directors have the highest professional and personal ethics, and at all times act in accordance with the Company's Code of Conduct. In addition, directors must be committed to enhancing shareholder value, to considering the impact that their decisions may have on all Company stakeholders, and to dedicating the appropriate time commitment to the Board.

We consider director candidates who are, among other things, exceptional in their integrity, independence, leadership, substantial accomplishments, ethical reputation, and ability to exercise sound judgment and provide insightful counsel to management in a highly constructive and collaborative manner.

As part of our ongoing Board refreshment process, we seek to ensure a strong candidate pool. We expect director candidates to be highly qualified individually, and together to contribute to a Board that has a great depth of experience, expertise, and skills relevant to our business, as well as a broad range of perspectives developed by a lifetime of learning and service, cultural experiences, and other influences. We also consider the tenure of directors and the overall mix of tenures represented on the Board as part of our ongoing refreshment process.

In considering each director's ability to properly discharge their duties, the Nominating and Governance Committee will annually review each director's professional time commitments. This may include, without limitation, the director's principal occupation, service on other public company boards, including any leadership positions held and service on such board's committees, as well as service on private company boards and boards of non-profit organizations. Directors who also serve as named executive officers (or in equivalent positions, including service as executive chair of the board of directors) of public companies shall not serve on more than one board of a public company in addition to the Company's Board, unless approved by the Nominating and Governance Committee. The non-executive Board Chair and Lead Director, if applicable, shall not serve on more than two boards of public companies in addition to the Company's Board, unless approved by the Nominating and Governance Committee. Other directors shall not serve on more than three boards of public companies in addition to the Company's Board, unless approved by the Nominating and Governance Committee. Directors serving on the Company's Audit Committee shall not serve on more than two audit committees of public companies in addition to the Company's Audit Committee, unless approved by the Nominating and Governance Committee.

The Nominating and Governance Committee will review the overboarding policy, as stated in this section of the Guidelines, at least annually and recommend any proposed changes to the

Board for approval. In addition, the Nominating and Governance Committee will monitor the compliance of each director with such overboarding policy.

SIGNIFICANT CHANGE IN BUSINESS OR PROFESSIONAL CIRCUMSTANCES AND OTHER MATTERS

A director who experiences a significant change (including retirement) in a business or professional position, job responsibility or affiliation they held when they were most recently elected to the Board shall provide written notice of such change to the Chair of the Board, the Lead Director (when there is a Lead Director), the Chair of the Nominating and Governance Committee or the Corporate Secretary. In addition, a director who contemplates accepting a directorship on another public company board or an appointment to an audit or compensation committee of another public company shall provide written notice of such anticipated service to the Chair of the Board, the Lead Director (when there is a Lead Director), the Chair of the Nominating and Governance Committee or the Corporate Secretary. In each case, the Nominating and Governance Committee shall review the appropriateness of such director's continued service on the Board in light of the new circumstances and make a recommendation to the Board. The Board shall then determine whether it is appropriate for the director to continue to serve on the Board in light of such circumstances.

SELECTION PROCESS, BOARD SIZE AND COMMITTEES

Directors are elected each year by the shareholders at the Company's annual meeting of shareholders. If a vacancy occurs between annual meetings, the Board may elect a director to serve until the next annual meeting of shareholders. A shareholder who wishes to recommend a candidate for nomination by the Company should submit a written notice by mail to the Nominating and Governance Committee c/o Secretary, One La-Z-Boy Drive, Monroe, Michigan 48162-5138. The recommendation must include (i) the candidate's name, age and home and business contact information, including address(es) and telephone number(s), (ii) detailed biographical data and a description of relevant qualifications, (iii) a signed letter from the candidate confirming consent to being named in the Company's proxy statement as a nominee and to serve as a director if elected, (iv) information regarding any relationships between the candidate and the Company, (v) the name, address and telephone number of the shareholder of record making such recommendation and (vi) evidence of the recommending shareholder's ownership of Company stock. Such recommendations must also include a statement from the recommending shareholder in support of the candidate, particularly within the context of the criteria for Board membership, including issues of character, integrity, judgment, diversity of experience, independence, areas of expertise, corporate experience, length of service, potential conflicts of interest, other commitments and the like and personal references. Shareholders may nominate candidates for election to the Board by following the procedures set forth in the Company's bylaws.

The Board, on the recommendation of the Nominating and Governance Committee, nominates candidates for election to the Board. In selecting director candidates, the Nominating and Governance Committee considers all aspects of each candidate's qualifications and skills in the context of the needs of the Company at that time and in a manner otherwise consistent with these Guidelines.

The bylaws provide that the number of directors may range from eight to fourteen and is established by Board resolution. The Board's size is assessed at least annually by the Nominating and Governance Committee, and changes are recommended to the Board when appropriate. The Board has the power to amend the bylaws, including to increase or decrease the size of the Board.

The Board has three standing committees: Audit, Nominating and Governance, and Compensation and Talent Oversight. Each of the standing committees (i) has a charter that outlines the scope of its authority and responsibilities and (ii) is comprised solely of independent directors in accordance with the NYSE listing standards. Each committee chair determines the agenda, frequency, and length of the committee meetings. The charters of the standing committees include such other provisions as may be required by the corporate governance rules of the NYSE and are published on the Company's website. The Board may establish additional committees as they deem necessary or appropriate.

ACCESS TO MANAGEMENT AND INDEPENDENT ADVISORS

Directors are encouraged and provided access to talk directly to any member of management regarding any questions or concerns the director may have. In addition, senior members of management regularly present to the Board and participate in Board discussions on matters within their spheres of responsibility.

The Board and each of its committees have the authority at any time to retain independent financial, legal, or other advisors.

DIRECTOR RETIREMENT POLICY

Directors normally will not stand for re-election after reaching age 73. The Board, however, reserves the right to nominate candidates age 73 or older when the Board determines that it is the best interests of the Company and its shareholders to do so.

ROLE OF THE LEAD DIRECTOR

If the Board determines that the Chair of the Board is not independent under the standards established within these guidelines, the directors will elect a Lead Director from among the independent directors. The Lead Director will have the responsibilities set forth in the Lead Director Charter adopted by the Board.

EXECUTIVE SESSIONS

At each regularly scheduled Board meeting, the non-employee directors meet in executive session, chaired by the independent, non-executive Chair of the Board or independent Lead Director, as applicable, without management present. Any non-employee director can also request that an executive session be scheduled or place an item on the agenda of any executive session. During executive sessions, the non-employee directors may request the attendance of members of management or other guests at the invitation of the presiding director, in consultation with the non-employee directors.

SUCCESSION PLANNING

The Board engages in an effective planning process to identify, evaluate and select potential successors to the CEO and other members of executive management. The CEO and the Chief Human Resources Officer provide regular updates to the Board on significant changes in key personnel and, at least annually, the Chief Human Resources Officer reviews with the Board executive management succession planning. The senior members of management are invited regularly to make presentations at Board and committee meetings and meet with directors in informal settings to allow the directors to form a more complete understanding of the executive's skill and character. The Board periodically reviews and revises, as necessary, the company's emergency management succession plan, which details the actions to be taken by specific individuals in the event the CEO is suddenly unavailable.

DIRECTOR ORIENTATION AND EDUCATION

The Company provides new directors with orientation to the Company, its history, products, and organization. Periodically, outside legal counsel meets with the Board to discuss matters of regulation and Board responsibilities and duties. The Company provides membership in the National Association of Corporate Directors (NACD) for all directors and encourages them to participate in director education programs, for which expenses are reimbursed. Furniture industry trade publications are provided to directors. Normally, at least one Board meeting per year will be held at a Company location away from its corporate headquarters. Directors are encouraged to occasionally visit either the spring or fall International Home Furnishing Market in High Point, North Carolina, where most of the Company's product units maintain showrooms and introduce new products to their customers. Random visits to the Company's sales locations by directors are also encouraged.

EVALUATION OF BOARD, COMMITTEE AND DIRECTOR PERFORMANCE

Each year, the Board shall conduct an evaluation to determine whether it and its committees are performing effectively. The Nominating and Governance Committee shall establish a self-evaluation process of the Board, each of its committees and each director. The Board and Committee self-evaluation process shall include solicitation of feedback from all directors or committee members, respectively, and a report annually to the Board on the results of such evaluation. The committee has in the past retained consultants to assist in this process and may do so again in the future.

CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW

The Board annually reviews the performance of the Company's chief executive officer ("CEO") and may retain consultants to assist in the process. The Chair of the Board or, when there is a Lead Director, the Lead Director and non-employee directors meet in executive session with the CEO to review and discuss the CEO's performance.

DIRECTOR COMPENSATION AND STOCK OWNERSHIP REQUIREMENTS

The Company seeks to provide non-employee directors with compensation that is competitive and includes a significant equity element, thus linking their compensation to long-term shareholder returns. The Company does not have a retirement plan for non-employee directors. The Company does not pay employee directors additional compensation for their services as directors. The Compensation and Talent Oversight Committee periodically reviews non-employee director compensation and recommends changes as appropriate to the Board to ensure that the total director compensation remains competitive and appropriate.

Non-employee directors are required, within five years of joining the Board, to establish and maintain an investment in La-Z-Boy equity (including deferred or restricted stock units) at least equal in value to five times the standard annual cash retainer for non-employee directors. The CEO is currently required to maintain an investment in La-Z-Boy equity (including deferred or restricted stock units) at least equal in value to five times his or her base salary.

BOARD AGENDA AND MEETINGS

The Chair of the Board coordinates with the CEO (when the positions are separate) and the Lead Director (when there is a Lead Director) to set the schedule, time, principal subject matters to be addressed, and length for Board meetings. The regular schedule is circulated to the directors at least a full year in advance of meetings to facilitate their scheduling and to work around any pending schedule conflicts. Committee chairs schedule their meetings in coordination with the Chair of the Board. Any director can request that a subject be added to a meeting agenda. In addition to the five or more regularly scheduled meetings, non-scheduled meetings may be called upon proper notice in accordance with the bylaws at any time to address specific subjects. The annual meeting of shareholders is scheduled in conjunction with one of the regularly scheduled Board meetings.

The Chair of the Board collaborates with the CEO (when the positions are separate) and the Lead Director (when there is a Lead Director) to establish the agenda for each Board meeting, taking into account input and suggestions from other members of the Board and management. The directors also provide input for additional pre-meeting materials. They may make suggestions for the agenda to the Chair of the Board or any committee chair at any time. The agendas for Board meetings provide opportunities for the operating heads of the major businesses of the Company and other senior executives to make presentations to the Board.

CODE OF BUSINESS CONDUCT & REPORTING OF CONCERNS

The Board expects all of the Company's directors and officers to comply with the highest standard of ethics in all matters respecting the Company's affairs. To further this compliance, the Board has adopted the Company's Code of Conduct (the "Code"), which applies to all Company employees and directors.

The Audit Committee periodically reviews the system for assuring compliance with the Code and has procedures in place to receive, retain, and address complaints regarding accounting, internal accounting controls, or auditing matters. A toll-free number connected with an impartial third party is available to all employees to report, in confidence, any suspected financial irregularity or violation of the Code. The Audit Committee receives regular reports from the Company's chief compliance officer on the nature and processing of reported instances of suspected violations. Upon receiving a report of a potentially serious violation of the Code, the organization operating the call-in service has the authority to directly contact the Company's chief compliance officer, who reports such matters to the Audit Committee.

REVIEW OF GUIDELINES AND DISCLOSURE OF GOVERNANCE POLICIES

The Nominating and Governance Committee will, from time to time as it deems appropriate, review these guidelines and recommend any proposed changes to the Board for approval.

The Company posts on its website copies of the current version of these guidelines, the Company's Code of Business Conduct, the committee charters, and the Lead Director Charter.

These guidelines were last amended by the Board effective February 24, 2026.