

L A Z B O Y[®]
I N C O R P O R A T E D

Investor Presentation





Forward-Looking Statements

This presentation contains statements that relate directly or indirectly to our future business, events or financial performance that may constitute forward-looking statements. Forward-looking statements generally contain words such as “aim,” “anticipates,” “believes,” “could,” “continues,” “estimates,” “expects,” “feels,” “forecasts,” “hopes,” “intends,” “likely,” “may,” “non-recurring,” “one-time,” “outlook,” “plans,” “projects,” “seeks,” “short-term,” “should,” “target,” “unusual,” “will,” or words of similar meaning. In addition, our representatives may from time to time make oral forward-looking statements. Such forward-looking statements are based on the current expectations and certain assumptions of La-Z-Boy management, of which many are beyond the control of the company. These statements are subject to a number of risks and uncertainties, including those described in our Annual Report on Form 10-K and our other filings with the Securities and Exchange Commission (SEC), which are available on the SEC’s website at www.sec.gov. Actual results, performance or achievements of La-Z-Boy may vary materially from those described explicitly or implicitly in any forward-looking statement. The reconciliation of certain Non-GAAP measures in this presentation to the most directly comparable GAAP financial measure may be found at the end of the presentation. We have not provided a reconciliation of Non-GAAP operating margin for future periods in this presentation because such reconciliation cannot be provided without unreasonable efforts.

La-Z-Boy Incorporated Mission, Purpose, & Values

Our mission is to lead the global furnishings industry by leveraging our expertise in comfort, providing the best consumer experience, creating the highest-quality products, and empowering our people to transform rooms, homes, and communities



**We Believe in the Transformational
POWER OF COMFORT**



Our Values



We aren't afraid to try something new



We are relentless in our mission to understand our business and consumers



We honor our almost 100-year legacy that was built on family

La-Z-Boy Incorporated Highlights

Heritage in manufacturing with expanding penetration in retail

Key Highlights (LTM¹)

\$2.1B
Sales

+18%
Since FY2019

7.9%
Non-GAAP
Operating Margin

+10bps
Since FY2019

\$3.03
Non-GAAP EPS

+41%
Since FY2019

\$333M
Cash

\$0M
External Debt



353
La-Z-Boy Furniture
Galleries® Stores²

9
Manufacturing
Locations in N.A.^{2,3}

~10,000
Employees

~50%
Direct to Consumer
(DTC) Mix

4 ¹ Latest 12 months (LTM) for the period ended FY2024 Q3 (January 2024).
² Data as of most recent quarter end.
³ La-Z-Boy operates five major manufacturing locations in the U.S., four facilities in Mexico, one facility in the U.K. and one in facility in Thailand.

Why Invest In La-Z-Boy Incorporated (NYSE: LZB)

Best in class management leveraging iconic brand & unique footprint to drive market share and shareholder value

1 Seasoned management team with deep consumer expertise

2 Iconic brand with leading market share in fragmented industry

3 Well positioned to capture **favorable industry dynamics**

4 **Century Vision** strategic roadmap through 2027 and Beyond

5 Competitive advantages from **vertical integration**

6 **Strong balance sheet** with disciplined capital allocation

1 Seasoned Management Team With Deep Consumer Expertise



Melinda Whittington
President and CEO



Bob Lucian
SVP and CFO



Rob Sundy
President, LZB Brand and CCO



Rebecca Reeder
President Retail, LZBFG



Tj Linz
President, Portfolio Brands



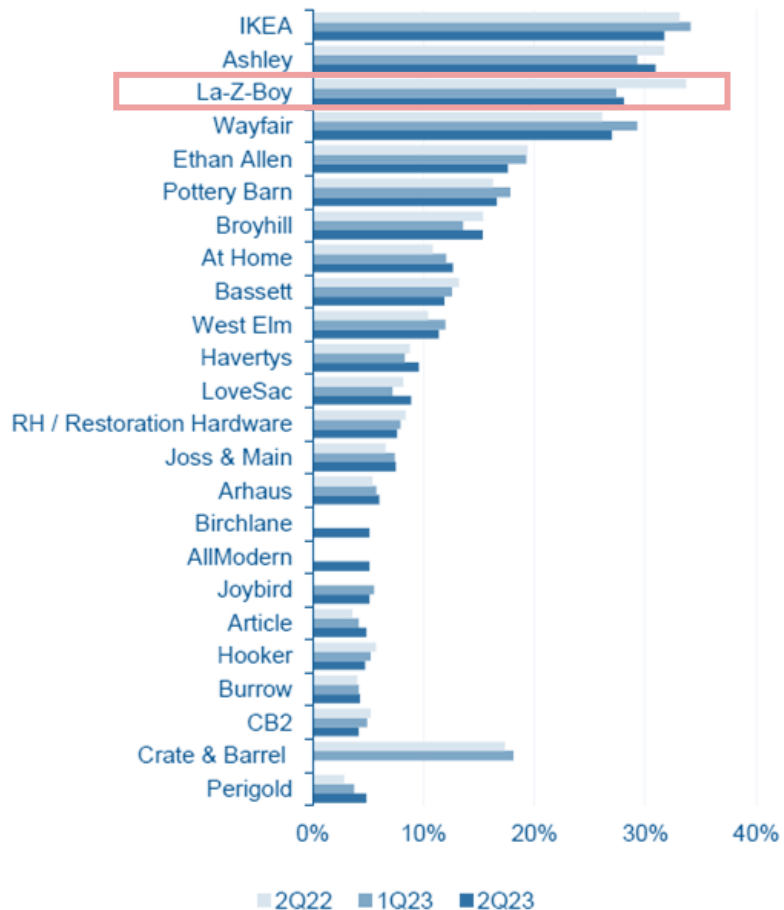
Mike Leggett
SVP and CSCO



2 Iconic Brand With Leading Market Share In Fragmented Industry

Leading brand reach provides a strong foundation for long-term growth

La-Z-Boy consistently a leading brand for interest in new furniture purchases¹



7 ¹ Source: KeyBanc 2Q23 Consumer Survey, "If you needed to buy new furniture today, please select the brands you would be most interested in (select all that apply)."

3 Well Positioned To Capture Favorable Industry Dynamics

~\$135B Furniture/ Home Furnishings market¹ is large with capacity to grow; LZB has historically outpaced industry

Furniture Industry Historically Correlated to Housing Starts:

6.5M housing shortage²



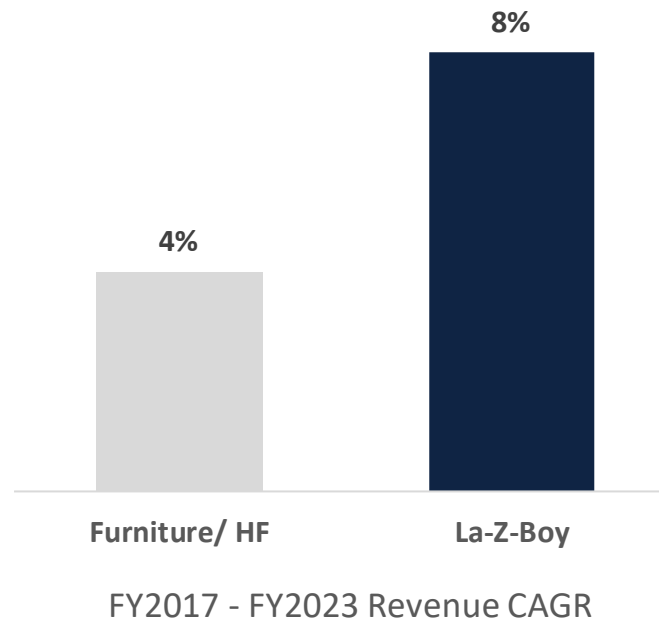
4.6%
10-year Housing Starts CAGR²



Closing 6.5M Single Family gap would require **3x current rate** of housing starts³

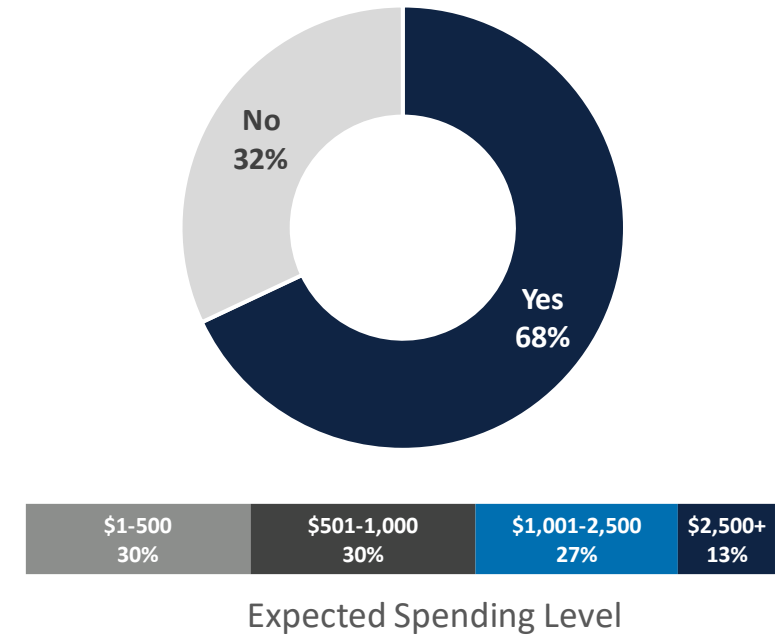
Lack of available homes portend strengthening housing data

LZB Revenue Growth Outpaces Industry¹



U.S. furniture and home furnishings revenue is **expected to grow at a 4.0% CAGR** from 2023 to 2027⁴

Most Consumers Expected to Purchase Furniture In the Next Year⁵



Consumer interest in **furniture spending remains strong**

¹ U.S. Census Bureau; advance monthly retail sales (442 Furniture and Home Furnishings Stores). ² Realtor.com: The Housing Shortage Hits Crises Levels. ³ Home Depot: June 2023 market outlook. ⁴ Trading Economics. ⁵ Provoke Insights: Furniture Consumer Trends Summer 2023 (when surveyed in Spring 2023).

4 Century Vision Strategic Roadmap Through 2027 And Beyond

Grow 2x the industry and deliver double-digit operating margins by 2027, our 100th year as a company

Expand La-Z-Boy Brand Reach

- Leverage iconic brand and compelling comfort message
- Drive consumer-led innovation
- Meet consumers where they want to shop by expanding La-Z-Boy Furniture Galleries® network and wholesale distribution partnerships
- Accelerate omni-channel capabilities

Profitably Grow JOYBIRD Brand

- Expand brand awareness
- Leverage DTC strengths in modern furniture

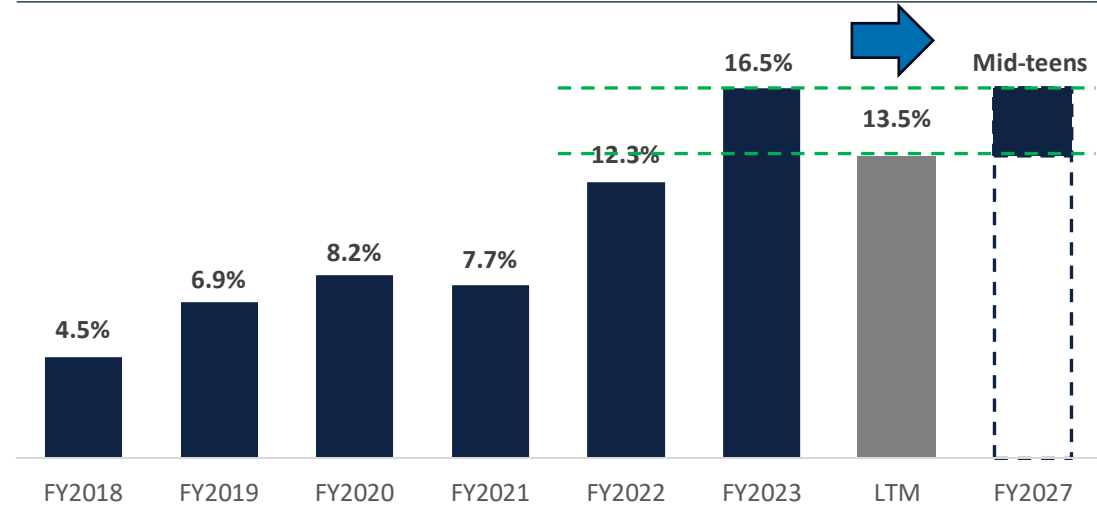
Enhance Enterprise Capabilities

- Continue to build agile supply chain improving efficiencies
- Advance modern IT technology and data capability
- Deliver a human-centered employee experience

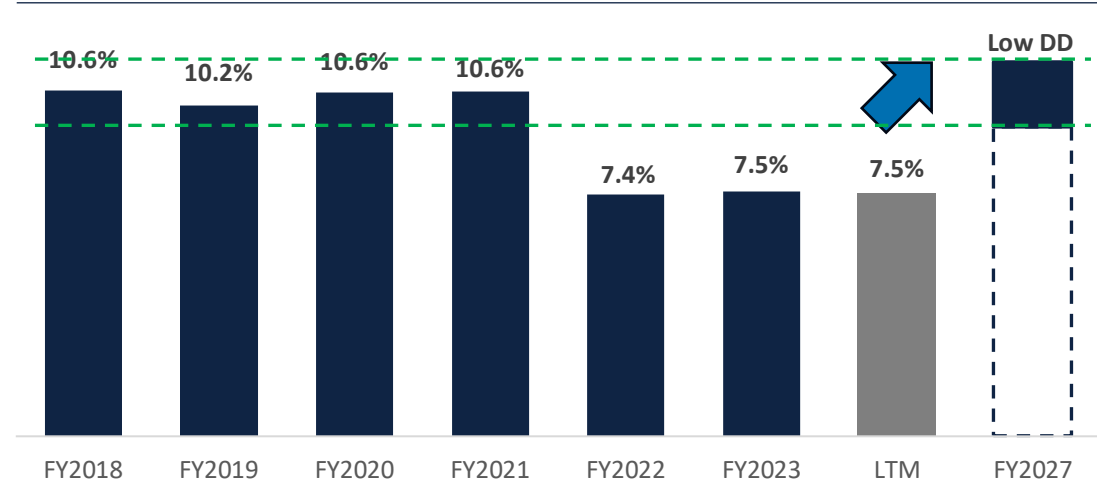


Century Vision Double-Digit Operating Margin Algorithm

Retail Non-GAAP Operating Margins (FY2018 – FY2023)



Wholesale Non-GAAP Operating Margins (FY2018 – FY2023)



Century Vision Target

▪ Retail

- ~400 store base with consistent mid-teens operating margin (reflects new store openings and continued independent La-Z-Boy Furniture Galleries® dealer acquisitions)
- Retail has fundamentally strengthened with improved merchandising, higher design services, and mix benefits
- *Proof point: 16.5% margin in FY2023 with 13.5% LTM*

▪ Wholesale

- ~10% operating margin with increased supply chain agility and improved productivity post pandemic related disruption
- Recent Wholesale margins were disrupted by expanded supply chain capacity to service the unprecedented backlog
- *Proof point: ~10-11% margin in FY2018-FY2021*

▪ Joybird

- Return business back to profitability
- Focus on improving productivity of newly opened stores

Double-digit operating margin target

Expanding La-Z-Boy Brand Reach

Long Live the Lazy brand campaign celebrates our strengths in comfort & motion



LONG live
THE Lazy™

Connects to cultural conversations and momentum

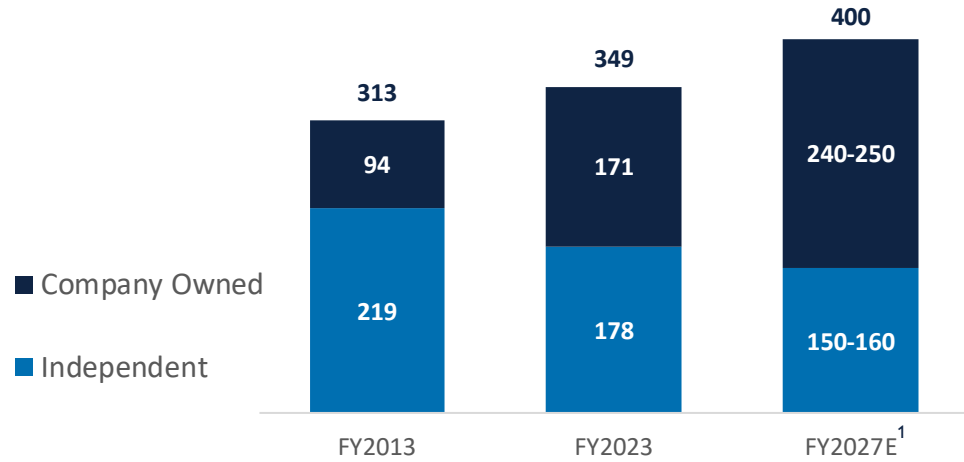
Reflects real life, lived-in rooms and well-loved homes

New media strategy built from new target consumer

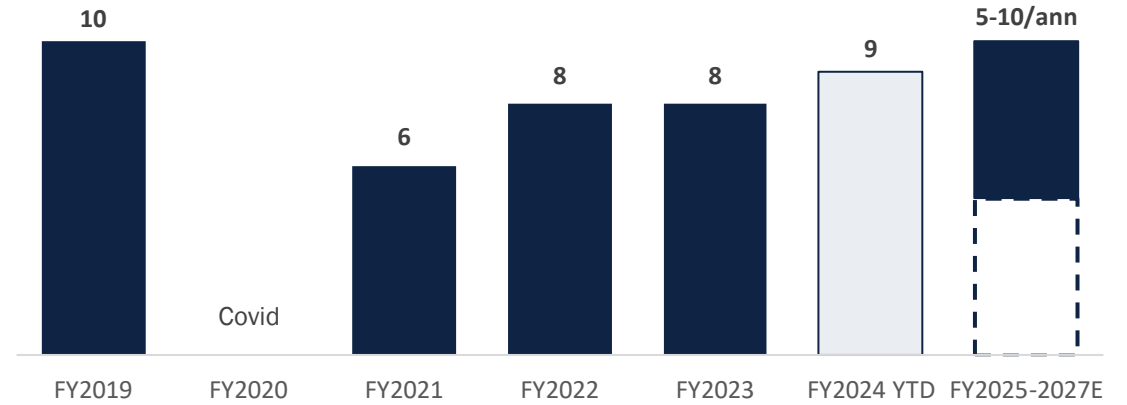
Activated across all touchpoints – from mass reach media to in-store

Retail Is The Key Growth Driver

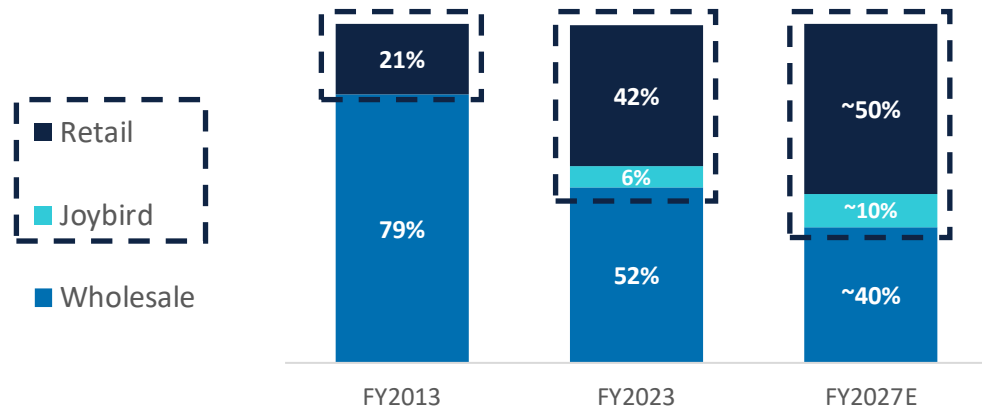
La-Z-Boy Furniture Galleries® Network Continues to Grow



Acquisitions Remain a Consistent Catalyst²



DTC Led by Retail Continues to Grow as a % of Total Sales³



Sources of Growth for Retail

- 1 Same-Store Sales
 - Strong conversion levels
 - Design sales growth
- 2 New store growth
 - 400 store network opportunity before saturation
- 3 Independent La-Z-Boy Furniture Galleries® dealer acquisitions
 - Nine stores announced year to date

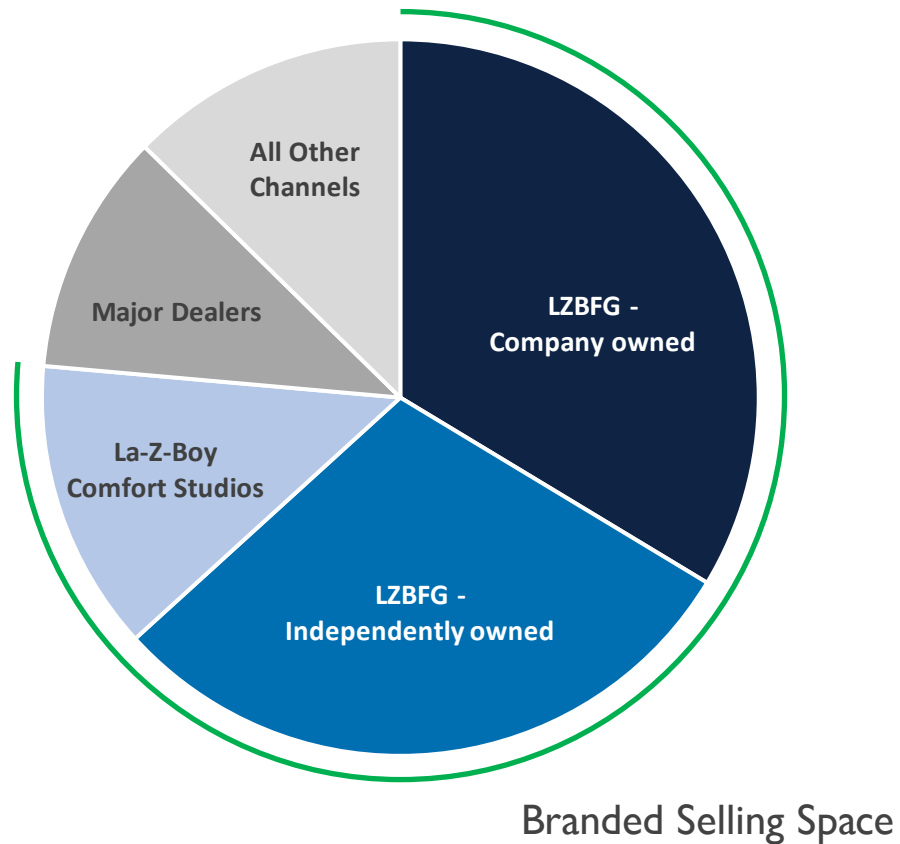
¹ For illustrative purposes.

² Figures reflect total number of stores acquired in independent La-Z-Boy Furniture Galleries® dealer acquisitions.

³ Direct to consumer (DTC) includes Retail and Joybird; Wholesale reflects sales to external customers.

Diverse Wholesale Revenue Base

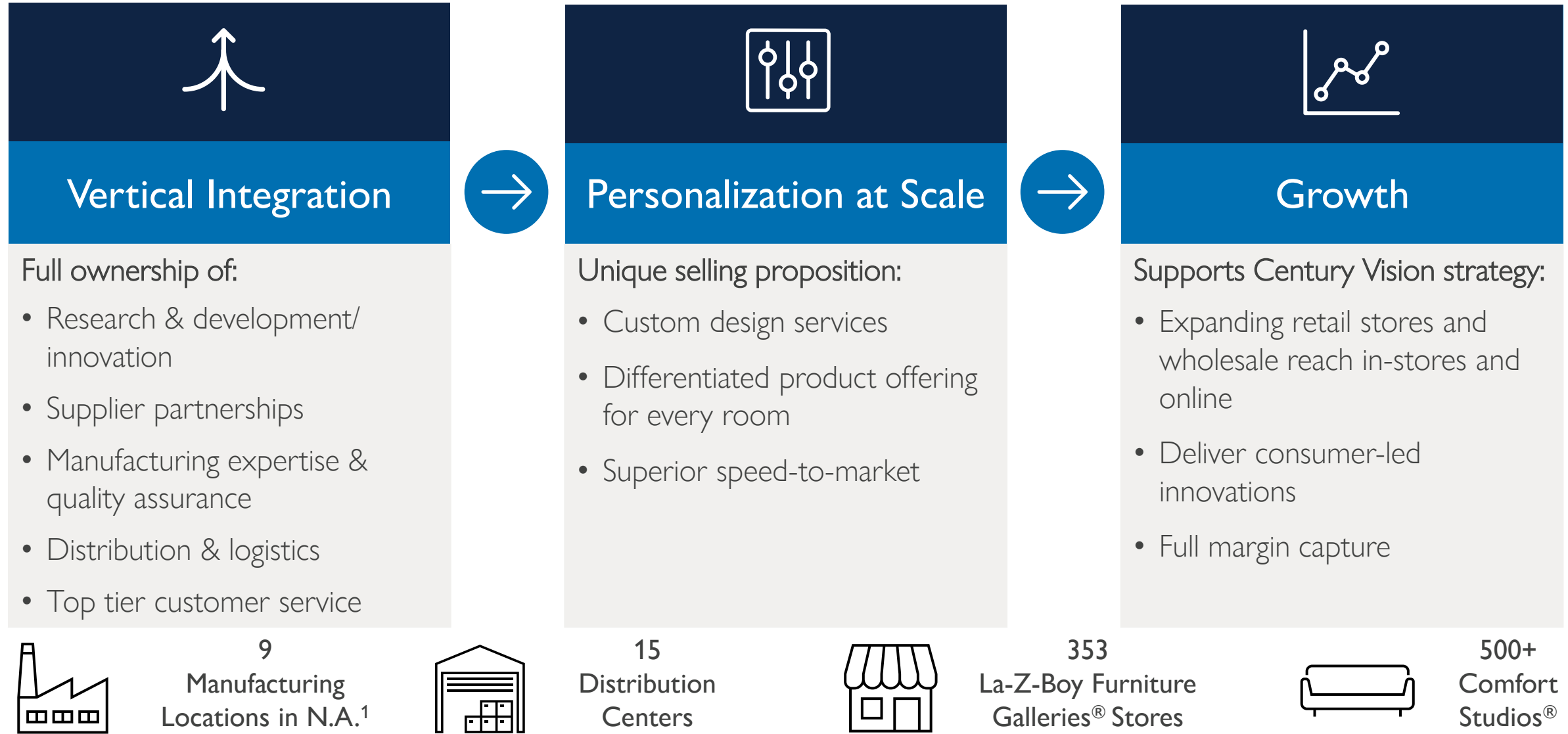
Illustrative Wholesale Revenue Mix^{1,2}



- **La-Z-Boy Furniture Galleries® – Company Owned**
 - Growing centerpiece of retail strategy with 184 company owned and operated stores
- **La-Z-Boy Furniture Galleries® – Independent**
 - 169 independently owned and operated stores
- **La-Z-Boy Comfort Studios**
 - Over 500 dedicated La-Z-Boy store-within-a-store spaces within larger independent retailers
- **Major Dealers**
 - Some of the best-known names in the industry including Slumberland, Nebraska Furniture Mart, and Rooms to Go
- **All Other Channels**
 - General dealers and other outlets selling La-Z-Boy branded product

5 Competitive Advantages From Vertical Integration

La-Z-Boy Incorporated offers an attractive financial profile and differentiated experience through its integrated model

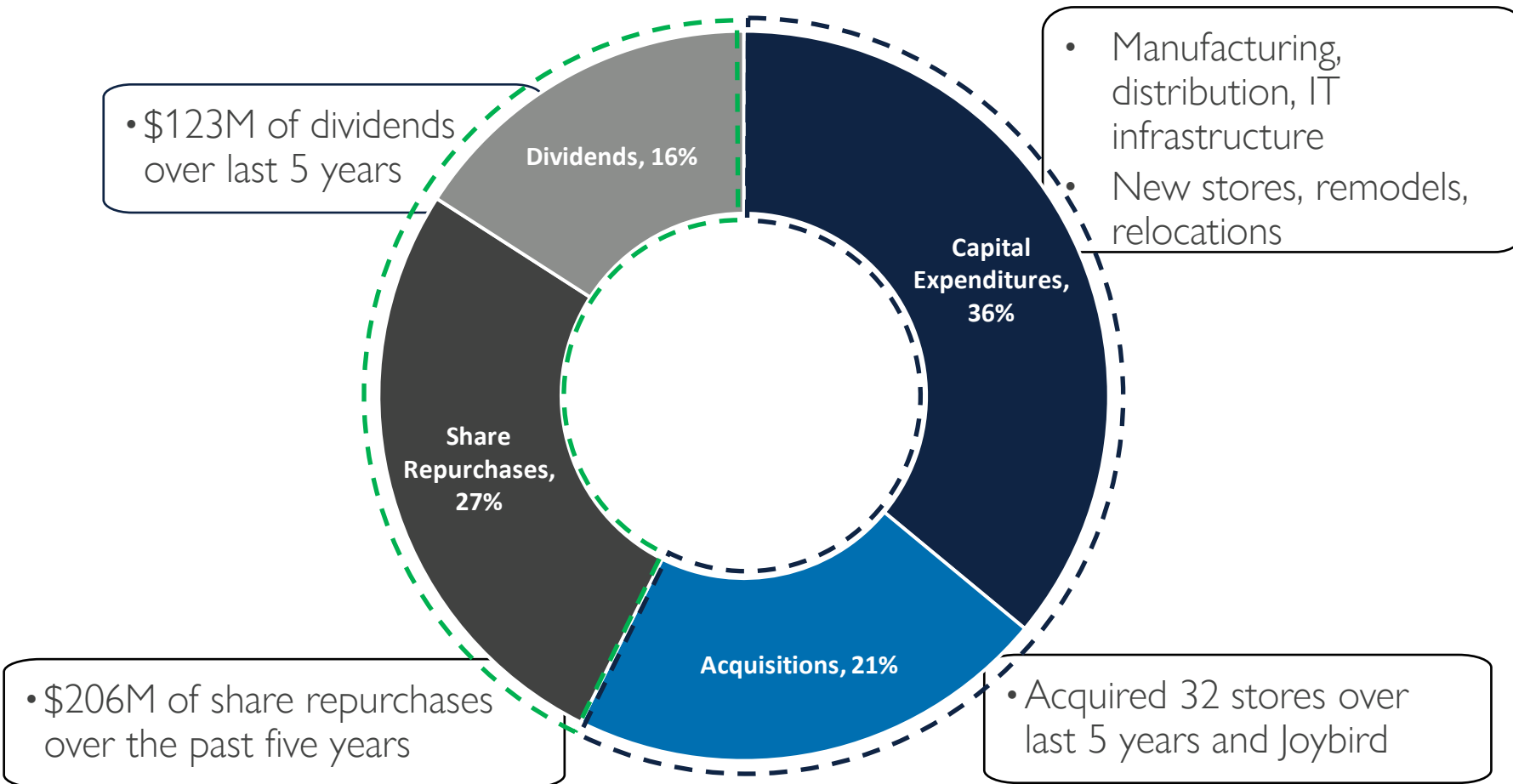


14 Note: Data as of most recent quarter end.
¹ La-Z-Boy operates five major manufacturing locations in the U.S., four facilities in Mexico, one facility in the U.K. and one in facility in Thailand.

6 Strong Balance Sheet With Disciplined Capital Allocation

Our capital allocation is to invest operating cashflow at 50/50; \$205m cash flow from operations in FY23

Capital Allocation Over Last Five Years¹



57%

Cash reinvested in the business¹

43%

Cash returned to shareholders¹

\$333M

Cash as of most recent quarter end²

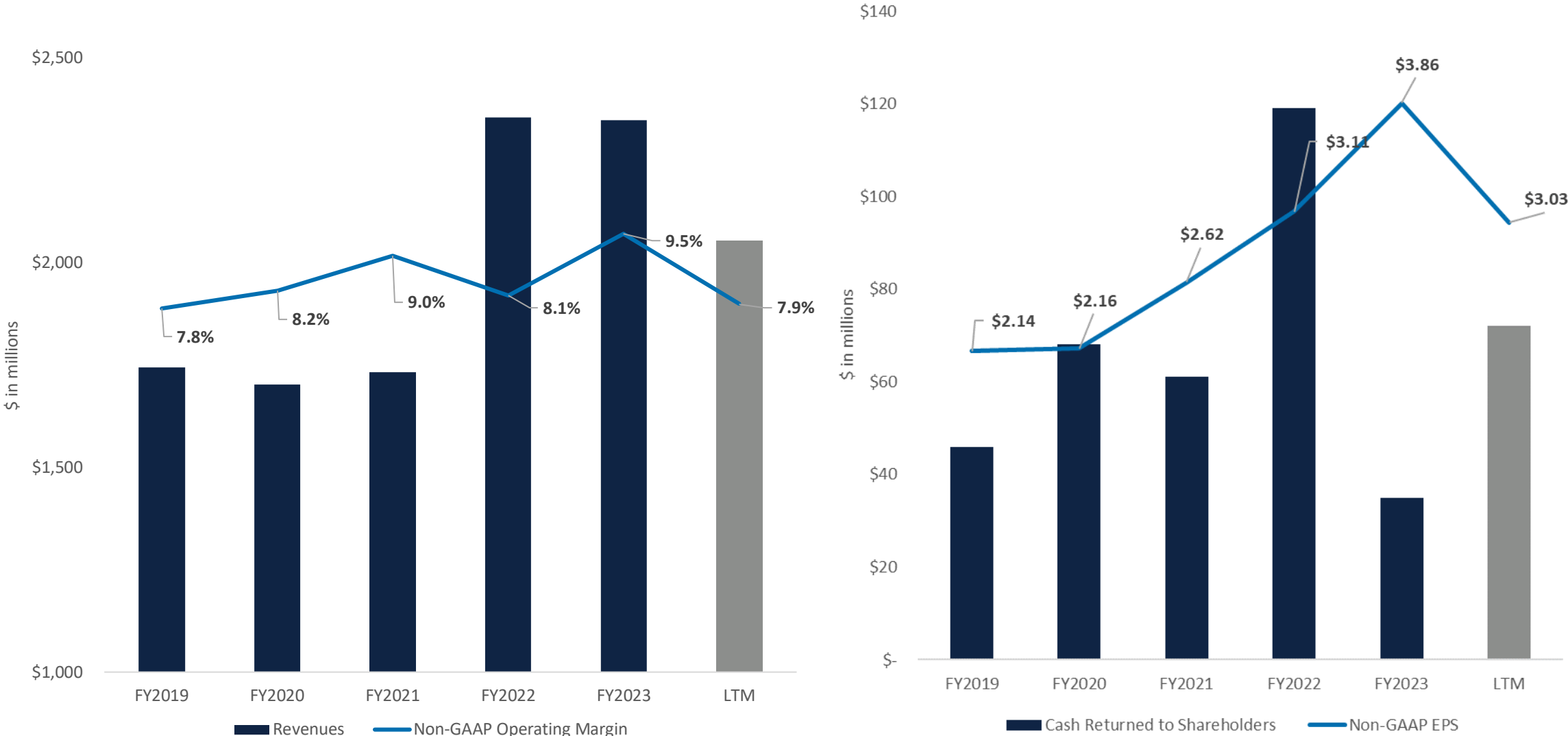
\$0M

External debt as of most recent quarter end²

15 ¹ Represents relative allocation of capital over last five years ended FY2023.
² FY2024 Q3 (January 2024).

Financial Performance

Strong track record of growth and value creation over the last five years, even through pandemic disruption



Sustainability And Social Impact: Delivering Comfort

Making the world a better place by empowering a sustainable culture, embracing sustainable design, operating for a sustainable planet



Operating with courage to do what is right for the environment

- Joined SBTi in 2021 and are committed to reaching **net-zero emissions by 2050**
- Launched TranZform Production System, a next-gen approach to **continuous improvement in our supply chain**
- Partnered with ESG Flo to lead development of Scope 1,2,3, reporting disclosures



Embracing curiosity to develop innovative products

- Signed an agreement with DTE Energy in Michigan so that **100% of our electricity in Michigan will be from renewable sources**
- Retrofitted two additional distribution centers with **energy efficient LED lighting** to increase overall conversion to over 85%
- Received **High Score on the Wood Furniture Scorecard** in 2023¹



Entrusting our people to have compassion for our stakeholders

- Partnered with the Ascend National Cohort to improve and **support women and minority owned small business**
- **~\$3M in philanthropic grants** distributed in FY23 by La-Z-Boy Incorporated and La-Z-Boy Foundation with beneficiaries including United Way and Goodwill



Appendix

Non-GAAP Financial Measures

- In addition to the financial measures prepared in accordance with accounting principles generally accepted in the United States (“GAAP”), this press release also includes Non-GAAP financial measures. Management uses these Non-GAAP financial measures when assessing our ongoing performance. This press release contains references to Non-GAAP operating income (on a consolidated basis and by segment), Non-GAAP operating margin (on a consolidated basis and by segment), and Non-GAAP net income attributable to La-Z-Boy Incorporated per diluted share, Non-GAAP diluted earnings per share (and components thereof, including Non-GAAP income before income taxes and Non-GAAP net income attributable to La-Z-Boy Incorporated), each of which may exclude, as applicable, business realignment charges, supply chain optimization charges, and purchase accounting charges. The business realignment charges include severance costs, asset impairment costs, and costs to relocate equipment and inventory related to organizational changes we undertook as a result of our response to COVID-19, including a reduction in the company’s work force, temporary closure of certain manufacturing facilities and subsequent gains resulting from the sale of related assets. The supply chain optimization charges include asset impairment costs, accelerated depreciation expense, lease termination gains, severance costs, and employee relocation costs resulting from the closure, consolidation, and centralization of various global supply chain operations and includes the closure of our Torreón manufacturing facility (previously disclosed as Mexico optimization). The purchase accounting charges include the amortization of intangible assets, fair value adjustments of future cash payments recorded as interest expense, and adjustments to the fair value of a contingent consideration liability. These Non-GAAP financial measures are not meant to be considered superior to or a substitute for La-Z-Boy Incorporated’s results of operations prepared in accordance with GAAP and may not be comparable to similarly titled measures reported by other companies. Reconciliations of such Non-GAAP financial measures to the most directly comparable GAAP financial measures are set forth in the accompanying tables.
- Management believes that presenting certain Non-GAAP financial measures will help investors understand the long-term profitability trends of our business and compare our profitability to prior and future periods and to our peers. Management excludes purchase accounting charges because the amount and timing of such charges are significantly impacted by the timing, size, number and nature of the acquisitions consummated and the success with which we operate the businesses acquired. While the company has a history of acquisition activity, it does not acquire businesses on a predictable cycle, and the impact of purchase accounting charges is unique to each acquisition and can vary significantly from acquisition to acquisition. Similarly, business realignment charges and supply chain optimization charges are dependent on the timing, size, number and nature of the operations being closed, consolidated or centralized, and the charges may not be incurred on a predictable cycle. Management believes that exclusion of these items facilitates more consistent comparisons of the company’s operating results over time. Where applicable, the accompanying “Reconciliation of GAAP to Non-GAAP Financial Measures” tables present the excluded items net of tax calculated using the effective tax rate from operations for the period in which the adjustment is presented.

Reconciliation of GAAP to Non-GAAP Financial Measures

<i>(Unaudited, amounts in thousands, except per share data)</i>	Latest 12 Months Ended	
	LZB Incorporated	
	1/27/2024	% of Sales
GAAP operating income	\$ 154,772	7.5%
Purchase accounting charges	1,014	
Supply chain optimization charges	6,554	
Non-GAAP operating income	\$ 162,340	7.9%

	Latest 12 Months Ended	
	1/27/2024	
GAAP EPS	\$	2.71
Purchase accounting charges		0.03
Supply chain optimization charges		0.11
Investment impairment		0.18
Non-GAAP EPS	\$	3.03

Reconciliation of GAAP to Non-GAAP Financial Measures

<i>(Amounts in thousands)</i>	FY18	% of Sales	FY19	% of Sales	FY20	% of Sales	FY21	% of Sales	FY22	% of Sales	FY23	% of Sales	FY24 LTM	% of Sales
GAAP operating income (loss)														
Wholesale segment	\$ 141,990	10.6%	\$ 140,495	10.2%	\$ 142,440	10.9%	\$ 134,312	10.3%	\$ 134,013	7.6%	\$ 115,215	6.8%	\$ 101,321	7.0%
Retail segment	20,709	4.4%	37,922	6.7%	48,256	8.1%	46,724	7.6%	109,546	13.6%	161,571	16.5%	117,228	13.5%
Corporate and Other	(33,330)	N/M	(48,743)	N/M	(71,934)	N/M	(44,300)	N/M	(36,803)	N/M	(65,347)	N/M	(63,777)	N/M
Consolidated GAAP operating income	\$ 129,369	8.2%	\$ 129,674	7.4%	\$ 118,762	7.0%	\$ 136,736	7.9%	\$ 206,756	8.8%	\$ 211,439	9.0%	\$ 154,772	7.8%
Non-GAAP items affecting operating income														
Wholesale segment	\$ 222		\$ 20		\$ (4,139)		\$ 3,346		\$ (3,041)		\$ 11,634		\$ 6,771	
Retail segment	701		1,683		541		612		(10,655)		132		—	
Corporate and Other	—		5,214		23,979		15,899		(2,487)		(2)		797	
Consolidated Non-GAAP items affecting operating income	\$ 923		\$ 6,917		\$ 20,381		\$ 19,857		\$ (16,183)		\$ 11,764		\$ 7,568	
Non-GAAP operating income (loss)														
Wholesale segment	\$ 142,212	10.6%	\$ 140,515	10.2%	\$ 138,301	10.6%	\$ 137,658	10.6%	\$ 130,972	7.4%	\$ 126,849	7.5%	\$ 108,092	7.5%
Retail segment	21,410	4.5%	39,605	6.9%	48,797	8.2%	47,336	7.7%	98,891	12.3%	161,703	16.5%	117,228	13.5%
Corporate and Other	(33,330)	N/M	(43,529)	N/M	(47,955)	N/M	(28,401)	N/M	(39,290)	N/M	(65,349)	N/M	(62,980)	N/M
Consolidated Non-GAAP operating income	\$ 130,292	8.2%	\$ 136,591	7.8%	\$ 139,143	8.2%	\$ 156,593	9.0%	\$ 190,573	8.1%	\$ 223,203	9.5%	\$ 162,340	7.9%

N/M - Not Meaningful

Reconciliation of GAAP to Non-GAAP Financial Measures

<i>(Amounts in thousands)</i>	FY19	% of Sales	FY20	% of Sales	FY21	% of Sales	FY22	% of Sales	FY23	% of Sales	FY24 LTM	% of Sales
GAAP operating income (loss)	\$ 129,674	7.4 %	\$ 118,762	7.0 %	\$ 136,736	7.9 %	\$ 206,756	8.8 %	\$ 211,439	9.0 %	\$ 154,772	7.5 %
Sale-Leaseback gain	—		—		—		(10,655)		—		—	
Purchase accounting charges/(gains)	6,917		(2,122)		16,024		(2,251)		338		1,014	
Business realignment charges/(gains)	—		—		3,883		(3,277)		609		—	
Supply chain optimization charges/(gains)	—		(4,359)		(50)		—		10,817		6,554	
Goodwill impairment	—		26,862		—		—		—		—	
Non-GAAP operating income	\$ 136,591	7.8%	\$ 139,143	8.2%	\$ 156,593	9.0%	\$ 190,573	8.1%	\$ 223,203	9.5%	\$ 162,340	7.9%

	FY19	FY20	FY21	FY22	FY23	FY24 LTM
GAAP EPS	\$ 1.44	\$ 1.66	\$ 2.30	\$ 3.39	\$ 3.48	\$ 2.71
Sale-Leaseback gain	—	—	—	(0.18)	—	—
Purchase accounting charges/(gains)	0.12	(0.07)	0.33	(0.04)	—	0.03
Business realignment charges/(gains)	—	—	0.07	(0.06)	0.01	—
Supply chain optimization charges/(gains)	—	(0.07)	—	—	0.19	0.11
Goodwill impairment	—	0.58	—	—	—	—
CARES Act benefit	—	—	(0.08)	—	—	—
Investment impairment	—	0.09	—	—	0.18	0.18
Pension termination/(refund)	0.58	(0.03)	—	—	—	—
Non-GAAP EPS	\$ 2.14	\$ 2.16	\$ 2.62	\$ 3.11	\$ 3.86	\$ 3.03