



**Honoring
Our Heritage,
Inspiring the
Future of
Comfort**

2026
IMPACT
REPORT

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About This Report

This 2026 Impact Report from La-Z-Boy Incorporated includes sustainability matters, data and activities for fiscal year (FY) 2026, from April 27, 2025 – April 25, 2026. All data disclosed is as of April 25, 2026, unless otherwise specified. Scope 1 and 2 data based on third-party invoices covers the period from May 1, 2025 – April 30, 2026. Scope 3 emissions reporting follows the GHG Protocol Corporate Value Chain Accounting and Reporting Standard¹. This report provides a comprehensive discussion of our sustainability initiatives, including our efforts to improve the Company's environmental footprint. It also addresses our ongoing dedication to social responsibility and ethical governance.

SCOPE AND BOUNDARY

The report covers all Company owned or operated facilities in the U.S., Canada, Mexico and Thailand. It also contains information for the La-Z-Boy Foundation, a nonprofit corporation that reports on a calendar-year (CY) basis. In this report, references to "we," "our," "us," "La-Z-Boy" or the "Company," mean La-Z-Boy Incorporated and its subsidiaries, unless otherwise specified. All financial figures are in U.S. dollars, unless otherwise noted.

REPORTING STANDARDS

This report includes a Sustainability Accounting Standards Board (SASB) – Building Products and Furnishings Standard Index and a Task Force on Climate-related Financial Disclosures (TCFD) Index. In compliance with the California Climate Corporate Data Accountability Act (CCCDAA), this report discloses our FY 2026 Scope 1 and 2 greenhouse gas (GHG) emissions. We also report FY 2026 Scope 3 GHG emissions, as required by the CCCDAA beginning in 2027. Many of the disclosed initiatives also have been informed by CDP and the Global Reporting Initiative (GRI) Standards.

ASSURANCE

This report and the process for gathering data herein have not been independently verified by a third-party assurance provider. It has been thoroughly reviewed by the La-Z-Boy Incorporated Internal Audit team.

INQUIRIES

Please direct questions or comments about our sustainability activities and reporting to InvestorRelations@La-Z-Boy.com or media.relations@La-Z-Boy.com.

About La-Z-Boy Incorporated

La-Z-Boy Incorporated is a leading vertically integrated retailer and manufacturer of high-quality, custom furniture that transforms the home. Founded on American heritage, the iconic La-Z-Boy brand has been synonymous with comfort, quality, and craftsmanship for nearly 100 years. As an end-to-end enterprise, the company manages every aspect of its business—from retail, manufacturing, and design, to distribution and after-service care.

La-Z-Boy Incorporated brings timeless and modern furniture to life through a retail network of approximately 380 La-Z-Boy stores, including 230 company-owned locations, and its digital platform at [La-Z-Boy.com](https://www.lazboy.com). Within the Wholesale segment, the company manufactures comfortable, high quality, custom furniture, with over 90% of its products produced in North America. Its [Joybird](https://www.joybird.com)® brand is an omnichannel retailer and manufacturer of modern, custom upholstered furniture, operating 15 U.S. stores. With a global team of about 10,000 employees, La-Z-Boy continues to shape the way people live by delivering the transformational power of comfort.



JOYBIRD



MAJOR MANUFACTURING LOCATIONS



378 La-Z-Boy Stores®

230 Company owned

148 Stores independently operated

All information is through the end of FY 2026.

MISSION

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.

CORE VALUES



COURAGE

We aren't afraid to try something new



CURIOSITY

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



COMPASSION

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

² Upholstered units sold in North America are produced in the U.S., with our Mexico operations supporting most of the remaining production.

A Message From Our Board Chair, President and CEO



I am pleased to share our La-Z-Boy Incorporated 2026 Impact Report:

Honoring Our Heritage, Inspiring the Future of Comfort

La-Z-Boy Incorporated builds more than great furniture. We've built a company designed to endure. Going into our 100th year, we're honoring that legacy by continuing to invest in our future. Guided by our Century Vision strategy, we are strengthening our business, investing in our people, enhancing our operations, and finding new ways to serve our customers. Together, we're building an even stronger foundation for the next 100 years.

In FY 2026, our people brought this vision to life in meaningful ways:

- Through our TranZform initiative, employees embraced a culture of continuous improvement, driving thousands of actions that enhanced safety, improved quality, reduced waste, and increased efficiency across our operations.
- We are advancing the transformation of our distribution and home delivery network through an innovative hub-and-spoke model designed to improve service, increase efficiency, and reduce our environmental footprint.
- We continued making progress on our environmental journey through responsible sourcing, renewable energy investments, waste reduction initiatives and ongoing efforts to better understand and reduce our greenhouse gas emissions.
- Employees logged more than 118,000 learning hours, strengthening the skills and capabilities that will help drive our business forward for years to come.
- Approximately \$3 million donated to our communities through the La-Z-Boy Foundation and La-Z-Boy Cares.

In addition to these highlights, our teams remained focused on ensuring we have an agile supply chain; modern technology for consumers, employees and analytic capabilities; and a human-centered employee experience.

Building on nearly a century of comfort, craftsmanship, innovation and consumer trust, we are proud of the progress outlined in this report and remain focused on the opportunities ahead for generations to come. Thank you for joining us on this journey.

Warm regards,

Melinda D. Whittington
Board Chair, President and CEO

FY 2026 Impact Highlights: By the Numbers

19,463

TranZform continuous improvement actions completed by employees

Reduced overall West Coast square footage by

~20%

with opening of new Phoenix, AZ distribution hub

90%

of electricity use offset with green energy through a Virtual Power Purchase Agreement (VPPA)

3,346

supplier visits and 39 supplier social compliance audits completed

96.2%

customer satisfaction with deliveries from new hub-and-spoke network

100%

of all wood responsibly sourced³; timber mapping completed

Reduced injury rates

21.6%⁴

in the past three fiscal years

Recycled or recovered

86%

of nonhazardous waste in FY 2026

Renewable energy

from a wind farm powers our largest Mexico manufacturing facility

118,000

learning hours completed by employees, including 52,273 in manufacturing best practices

~\$3 million

donated to our communities through the La-Z-Boy Foundation and La-Z-Boy Cares

La-Z-Boy Certified Test Lab expanded

to test fabric performance for suppliers and customers

Recent Awards and Recognition

AdAge

Top Five Rebrands of 2025

Time

America's Most Iconic Companies 2026

USA Today

America's Best Customer Service 2026

America's Best Stores (In-Store) 2026

America's Most Trusted Brands 2026

Newsweek

America's Most Responsible Companies 2026

America's Best of the Best 2025

America's Best Retailers 2025, #1 in Furniture category

America's Greatest Workplaces in Manufacturing 2026

Forbes

Forbes Best Customer Service 2026

Wood Furniture Scorecard

Fourth consecutive "High Score"



³ La-Z-Boy branded products
⁴ Our FY 2023 Total Recordable Incident Rate (TRIR) was 1.71 and our FY 2026 TRIR was 1.34

How We Operate

Everyone at La-Z-Boy Incorporated shares responsibility for operating our business sustainably. We lead with courage, curiosity and compassion while upholding the highest standards of transparency, ethics, and accountability.



GOVERNANCE

Our shareholders elect the La-Z-Boy Incorporated Board of Directors, which provides oversight of the Company's strategy, operations, and sustainability efforts through its three standing committees: Audit, Compensation and Talent Oversight, and Nominating and Governance.

The Vice President, General Counsel and Chief Compliance Officer leads our sustainability strategy, reporting directly to the Board Chair, President and CEO and partnering closely with the full Executive Leadership Team. A dedicated Sustainability Team, led by the Senior Director of Global Product Compliance and Sustainability, drives day-to-day implementation of our initiatives.

ETHICS AND COMPLIANCE

La-Z-Boy Incorporated is committed to the highest standards of ethics, integrity and accountability across our business.

- Our [Code of Conduct](#) sets clear expectations for employees, officers and directors when representing the Company and engaging with consumers, suppliers and colleagues. Employees complete annual ethics and Code of Conduct training.
- Our [Supplier Code of Conduct](#) defines the ethical and business standards we expect suppliers and their employees to uphold. We reinforce these expectations through our [Supplier Social Compliance Manual](#) and [Supplier Product Stewardship Requirements](#).
- Employees and suppliers can raise concerns confidentially through our [Ethics Hotline](#) and online reporting portal, both operated by an independent third-party and available 24/7. Reports are reviewed by the Corporate Compliance team, which investigates and addresses issues.

HUMAN RIGHTS AND LABOR STANDARDS

The La-Z-Boy Incorporated [Human and Labor Rights Policy](#) applies to our operations and suppliers. We respect and promote the [United Nations Universal Declaration of Human Rights](#) and [International Labour Organization \(ILO\)](#) conventions and strive to provide a fair, safe and nondiscriminatory work environment. We also regularly monitor our value chain for forced and child labor through both internal assessments and independent audits. To date, no instances of forced or child labor have been identified across our supply chain.

CYBERSECURITY AND DATA PRIVACY

La-Z-Boy Incorporated maintains a comprehensive cybersecurity program to identify, manage and mitigate cyber risks. The program includes policies, procedures, and controls that guide how we develop, implement and maintain information security across the organization. We leverage third-party expertise to strengthen our cybersecurity program, which features 24/7 monitoring and scalable security operations to detect, respond to, and mitigate emerging threats. We continue to protect the information of our Company, business partners, and consumers through strong governance, security controls, system testing, and mandatory employee training. During FY 2026, the Company was not aware of any material data breaches.

Achieving Our Century Vision Strategy

CENTURY VISION

For nearly a century, La-Z-Boy Incorporated has built a business designed to endure. Our differentiated, vertically integrated model — spanning design, manufacturing and retail — gives us unique control over the customer experience and positions us to succeed for the next 100 years.

Our long-term strength is rooted in a:

- **Consumer-first mindset** that has guided our decisions since our founding and continues to shape our future
- **Culture of care** that values our employees, communities, and the world around us
- **Thoughtful global footprint** that recognizes sustainable business practices create lasting value for current and future generations
- **Strong balance sheet** and consistent performance that provide the stability and flexibility to invest in long-term growth

These advantages come to life through Century Vision, our enterprise strategy for FY 2027 and beyond. By expanding brand reach, strengthening capabilities across the business, and driving profitable, sustainable growth, Century Vision is transforming La-Z-Boy Incorporated and enabling us to thrive for generations to come.

Key elements of this work include our ongoing TranZform continuous improvement initiative and the efforts underway reshaping our distribution and home delivery network addressed on the following pages.



Framing a Future WITH LA-Z-BOY INCORPORATED

James Henderson, Structural Designer, began his career with La-Z-Boy Incorporated 42 years ago at age 19. Growing up on a family farm near Dayton, Tennessee – home to the Company’s largest manufacturing facility – he chose to pursue a path outside the family business. Although farm life had given him experience with a wide range of tasks, James had no formal woodworking background when he joined La-Z-Boy as a furniture framer.

Over the years, James took on several new opportunities and is now a framer in our Innovation Department. “I like doing new things and finding ways to do things better,” James says. “The Innovation Center is the right place for me.”

As for a career with La-Z-Boy Incorporated, James encourages people to give it a try. **“The Company has been here nearly 100 years and will be here 100 more. Everybody needs a chair.”**

BUILT TO TRANZFORM

TranZform is the La-Z-Boy Incorporated continuous improvement program, designed to empower employees and create a culture where great ideas can come from anywhere. Built on Lean manufacturing principles and sustainable practices, TranZform encourages teams across our manufacturing operations to identify opportunities, solve challenges, reduce waste, and improve the way we work every day. Through tools such as stand-up meetings, Kaizen

workshops, waste walks, and 5S audits, employees play an active role in making our operations safer, more efficient, and more effective.

In FY 2026, employees conducted 19,463 TranZform actions, including:

- 9,508 stand-up meetings to encourage improvement ideation
- 2,675 Kaizen workshops to solve specific challenges
- 2,383 5S audits keeping work areas organized, clean, safe, and efficient
- 1,774 process control sessions to maintain stable, consistent production
- 1,726 waste walks to identify and address inefficiencies
- 519 problem-solving sessions to eliminate root causes
- 470 business reviews evaluating continued progress toward key performance indicators
- 408 other improvement-focused actions across the enterprise



TRANZFORM

By combining employee engagement with a mindset of continuous improvement, TranZform is leveraging the passion of our employees to build a more agile, resilient, and sustainable business for the next century. Following are just a few examples from FY 2026:

- All direct/indirect manufacturing site employees are trained in 5S.
- TranZform actions increased 89% and events increased 39% compared with FY 2025, indicating far higher engagement levels.
- Based on employee feedback, we improved wood, foam, and poly-fill cutting processes to further reduce the potential for injuries.
- Employees identified an opportunity to improve sofa design and developed a solution in a Kaizen session that is being deployed across the organization.

TRANZFORMING DISTRIBUTION AND HOME DELIVERY

Every day, thousands of La-Z-Boy Incorporated products make their way from our manufacturing facilities to customers' homes. To do this as efficiently and responsibly as possible, we are refining our distribution network through a hub-and-spoke approach via our Distribution & Logistics Network Optimization Project.

By strategically positioning inventory closer to customers and streamlining the movement of products across our network, we can improve service, reduce unnecessary transportation,

and make better use of resources. It's one way we're working to strengthen our business for the next century while reducing our environmental footprint.

As part of this effort, we are establishing three centralized warehousing hubs near our manufacturing facilities and customers. The first hub in Phoenix opened in FY 2026. Hubs in Dayton, Tennessee, and Neosho, Missouri, are slated to open in FY 2027.

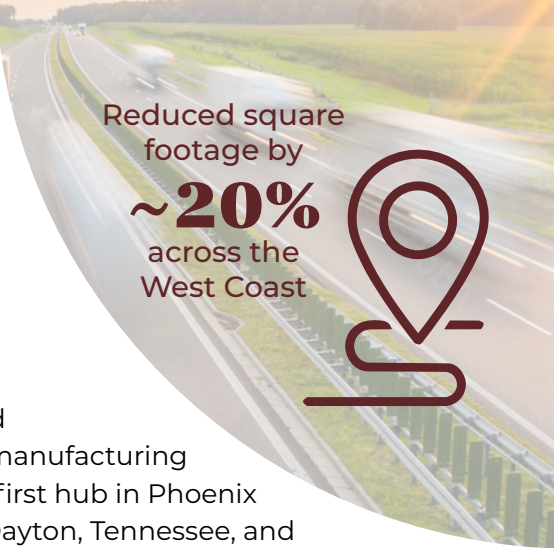
With the opening of the Phoenix facility, we were able to reduce our square footage by around 20% across the West Coast. We're in the early stages of determining the improved environmental footprint of this new model.

When this transition is complete, the hubs will be served by approximately 35-40 Z Docks that handle customer deliveries. Z Dock teams are specially trained to protect, deliver, and assemble our furniture. They return packaging materials to the Z Dock to reuse and recycle whenever possible.

Our unique hub-and-spoke model creates many opportunities for La-Z-Boy Incorporated. It:

- Improves efficiency by coordinating inventory and transportation planning in a central location
- Optimizes delivery routes and reduces vehicles returning empty
- Improves delivery speed to stores and consumers
- Centralizes inventory management which drives down material waste

Most importantly, it improves the experience for our customers. Since launching the model in mid-FY 2026, over 96% of customers rating the delivery experience rated it excellent.



Improving Our Environmental Footprint

At La-Z-Boy Incorporated, we know that caring for the environment is an ongoing journey. Across our operations and supply chain, we are focused on making thoughtful choices that reduce our impact. This means we pay attention to the entire product continuum — from sourcing materials responsibly and improving energy efficiency, to reducing greenhouse gas emissions (GHG) and finding new ways to recycle and recover waste. By taking a long-term approach to environmental stewardship, we are strengthening our business while helping create a more sustainable future for our employees, customers, consumers, and communities.

SUSTAINABLE SUPPLY CHAIN

Building products that endure begins with sourcing materials responsibly. At La-Z-Boy Incorporated, we work to procure wood, steel, fabrics, and leather from suppliers that share our commitment to quality, ethical business practices, environmental stewardship, and regulatory compliance. By building lasting supplier partnerships and promoting responsible resource management, we are building a more resilient supply chain — one that supports our business, our customers, and our communities today while helping ensure a sustainable future for the next 100 years and beyond.

Material Standards

Our [Product Stewardship Requirements and Prohibited and Controlled Substances guidelines](#) establish clear standards for the materials used in our products. These requirements help protect consumer health, support regulatory compliance, and reduce environmental impact by restricting or eliminating substances that may pose risks to people or the planet. Our [Responsible Cotton](#) and [Responsible Leather](#) sourcing policies augment these requirements.

Supplier Engagement

Our suppliers play a critical role in helping La-Z-Boy Incorporated deliver the quality, comfort, and value our customers expect. Together, we are building a supply chain to support sustainable growth for generations to come. Through clear expectations, ongoing collaboration, and regular engagement, we work with suppliers to position our business for success well into our second century.

In FY 2026, we conducted:

3,346
supplier visits

39
social compliance audits

Wood Sourcing

In FY 2026, we procured 95,035,797 pounds of sustainably sourced wood for La-Z-Boy-branded products. Additionally:

- All lumber was purchased from mills with [National Hardwood Lumber Association \(NHLA\)](#) membership/compliance.
- All wood parts made from rubberwood were harvested from plantations that can provide documentation that the wood was sustainably produced.
- All North American hardwood products were purchased from mills with NHLA membership/compliance.
- All particle board and MDF products were purchased from [Forest Stewardship Council](#) (FSC)-certified mills.
- All wood panels were purchased from mills that harvest trees from [Sustainable Forestry Initiative](#) (SFI)-certified and [American Tree Farm System](#) lands.

Across the business:

- 71%** of England, Inc.® products used FSC- or SFI-certified wood.
- 100%** of Thailand La-Z-Boy-branded products used FSC-certified plywood or rubberwood.
- 100%** of plywood and poplar wood used in Joybird® products was FSC certified.
- 100%** of wood used for Casegoods was FSC certified.

Learn more in our [Responsible Wood Sourcing Policy](#).



WASTE MANAGEMENT

Across our operations, La-Z-Boy Incorporated continues to advance toward our goal of diverting 90% of manufacturing waste from landfill through recycling and recovery. In FY 2026, we successfully recycled or recovered 86% of nonhazardous waste generated across our manufacturing facilities, transforming many of these materials into valuable resources rather than disposing of them in landfills. Additionally, we converted 12% of our nonhazardous waste to energy.

	2026 Nonhazardous waste	2026 Hazardous waste
Pounds generated	78,617,907	41,251
Pounds recycled/ recovered	67,323,944	26,337
Percentage recycled/recovered	86%	64%

Teams at La-Z-Boy Incorporated are working to reduce nonhazardous and hazardous waste across the enterprise. Some of the ways we are doing so include:

- Working with a single waste hauler that is helping identify items that are commonly disposed of and should instead be recycled or recovered for more than 200 locations.
- Introduced an extended producer responsibility program in Canada. These learnings are now being introduced enterprise-wide.
- Monthly environmental training helps employees best understand which materials can be recycled or recovered. Many people report applying these learnings at home as well.

- Increased attention on management of electronic waste.
- Continuing to use waste wood for fuel.

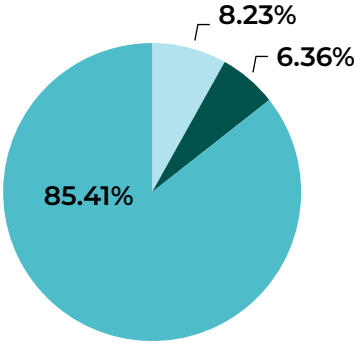
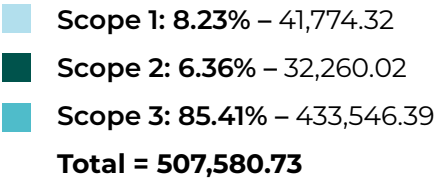
See Page 22 of our [2025 Impact Report](#) for more information on our approach to waste management.



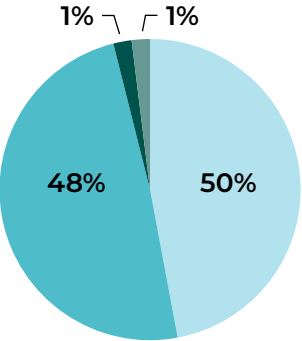
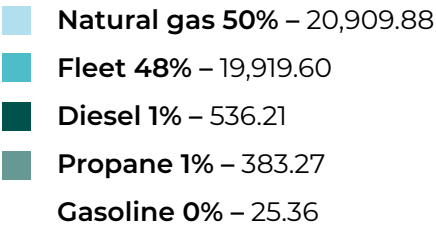
EMISSIONS AND ENERGY MANAGEMENT

La-Z-Boy Incorporated continues making progress toward our 2050 goal of net zero emissions. We are currently working toward a decarbonization roadmap that will guide this work from FY 2027 onward. In the meantime, following are FY 2026 Scope 1, 2 and 3 emissions.

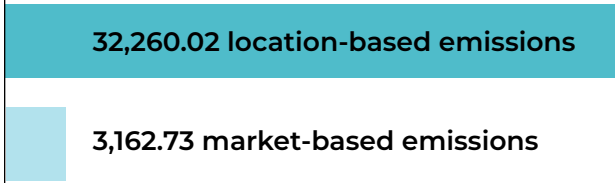
Scope 1, 2 and 3 GHG Emissions (mtCO₂e⁵)



Scope 1 GHG Emissions (mtCO₂e)



Scope 2 GHG Emissions (mtCO₂e)



Leveraging clean energy is a key part of our energy management strategy.

90% of our electricity use is offset through a Virtual Power Purchase Agreement (VPPA).



Renewable energy from a wind farm in the Sierra Madre Mountain range powers our largest Mexico manufacturing facility in Ramos, Coahuila.



We continue to bring more locations in Arizona into our Green Choice Program through Arizona Public Service.



Pending solar projects are expected to significantly contribute to future energy requirements.

Scope 3 GHG Emissions

Our Scope 3 GHG emissions represented 85.6% of our total GHG emissions in FY 2026. These areas continue to present the greatest opportunity to reduce our environmental impact.

Total Upstream Scope 3 GHG Emissions Activities 316,707.29 mtCO₂e

Category	mtCO ₂ e	Percentage of Total
Purchased goods and services	174,661.84	55.15%
Capital goods	16,136.78	5.10%
Fuel and energy-related activities not included in Scope 1 or 2	11,303.40	3.57%
Upstream transportation and distribution	53,975.33	17.04%
Waste generated in operations	7,326.51	2.31%
Business travel	1,217.79	0.38%
Employee commuting	16,684.83	5.27%
Upstream leased assets	35,400.81	11.18%

Total Downstream Scope 3 GHG Emissions Activities 116,839.10 mtCO₂e

Category	mtCO ₂ e	Percentage of Total
Downstream transportation and distribution	33,468.41	28.64%
Use of sold goods	7,673.50	6.57%
End-of-life treatments of sold products	73,051.33	62.52%
Investments	2,645.86	2.27%

Engaging Our People

At La-Z-Boy Incorporated, we foster an environment where employees feel valued, empowered, and have a true sense of belonging. In doing so, we honor our family-oriented legacy by creating a workplace where everyone can be themselves.



SAFETY FIRST

Nothing is more important than the safety and well-being of our employees. We are committed to providing a workplace where everyone can work safely and return home injury-free each day. Through comprehensive training, safety audits, peer-to-peer learning, and a culture of shared accountability, we continuously strengthen safety across our operations, as addressed in our Global EHS Policy refreshed in FY 2026.

Our commitment continues to earn recognition. In FY 2026, La-Z-Boy Incorporated again received the National Safety Council's Corporate Culture of Safety Award, honoring our ongoing efforts to build and sustain a strong safety culture.

Since FY 2025, we have tracked safety performance across the entire enterprise as shown below.

DART (Days Away, Restricted or Transferred) Rate ⁶	
FY 2025	0.33
FY 2026	0.36
TRIR (Total Recordable Incident Rate) ⁷	
FY 2025	1.35
FY 2026	1.34
Training hours in manufacturing best practices, including safety	
FY 2025	52,725
FY 2026	52,273

Over the past three fiscal years, we have achieved a 21.6% reduction in injury rates.

⁶The lost-day rate calculation is: (Number of Lost Work Day Cases X 200,000) / (Employee hours worked) = Lost Work Day Case rate.
⁷The incident rate calculation is: (N/EH x 200,000), where N = number of injuries and illnesses;
EH = total hours worked by all employees during FY 2026 and 200,000 = base for 100 equivalent full-time workers (during 40 hours per week, 50 weeks per year).

TRAINING THAT HELPS BUILD CAREERS

Regardless of where they work or their career stage, La-Z-Boy Incorporated employees can participate in a variety of training and development programs.

- More than 900 employees gained the knowledge and tools to help advance our Century Vision strategy through **LZB Foundations**.
- Employees expanded their skills through **Learn@LZB**, our centralized learning platform, logging 118,000 learning hours in FY 2026. Nearly 45% of these hours focused on manufacturing best practices, including safety.
- 282 front line leaders built core leadership skills through **Lead@LZB**.
- 14 leaders across the organization deepened their understanding of their strengths and development opportunities through **High Impact Leadership Training**.
- 20 employees piloted the 3.5-day virtual **Peak Performance** program, creating a personal vision aligned with their talents, visions, and values.



TOGETHER FOR WHAT'S NEXT

Our Employee Resource Groups (ERGs) foster connection and belonging. Open to all employees, they create opportunities to build community, support development, celebrate, learn from diverse perspectives, and give back.

Working
Parent &
Caregiver

Supports employees balancing
work and caregiving
responsibilities



Multi-
cultural

Promotes cultural
awareness, education,
and belonging

PRIDE &
Allies

Supports LGBTQ+ employees
and allies through connection
and advocacy



Women &
Allies

Encourages networking,
development, and mentorship



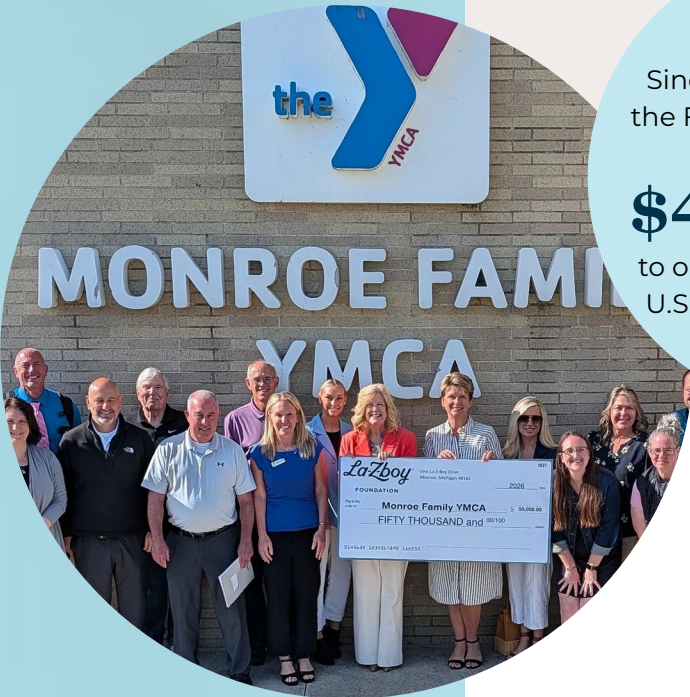
Salute &
Allies

Honors veterans and service
members while fostering
awareness and support

Supporting Our Communities

La-Z-Boy Incorporated has been contributing to our communities since our founding nearly 100 years ago. Today, this commitment to giving is carried forward through the La-Z-Boy Foundation, established in 1953, and La-Z-Boy Cares, our employee engagement and corporate-giving platform.

In La-Z-Boy Incorporated’s FY 2026 and the La-Z-Boy Foundation’s calendar year (CY) 2025 combined contributions invested totaled approximately \$3 million in our communities through donations to more than 120 nonprofit partners.



LA-Z-BOY FOUNDATION

Since its founding in 1953, the Foundation has granted more than

\$44 million

to organizations across the U.S. In CY 2026, donations included:

Organization

Organization	Financial Contribution Highlights from La-Z-Boy Foundation ⁸
United Way	\$170,000
Rhea County Dept of Education	\$135,000
Ronald McDonald House	\$200,000
Monroe County Opportunity Program	\$150,000
Siloam Springs School District	\$50,000
Neosho Tri-State YMCA	\$50,000
Monroe Family YMCA	\$50,000
ProMedica Monroe Regional Hospital	\$50,000
American Red Cross	\$50,000
Habitat for Humanity	\$50,000



American Red Cross

SPOTLIGHT CHARITY OF THE YEAR – AMERICAN RED CROSS

The La-Z-Boy Foundation contributed to the American Red Cross’ Ready 365 Giving Program to provide hope when it’s needed most. Employees also donated blood, truly showing what it means to act with compassion.



During Take Your Child to Work Day in April 2026, our young guests presented a \$30,000 check to the American Heart Association on behalf of the Foundation and learned the importance of heart health and hands only CPR during a special field day.

⁸ The La-Z-Boy Foundation reports on a calendar year.

AT LA-Z-BOY INCORPORATED,
WE CARE

Through La-Z-Boy Cares, employees support a number of causes they are passionate about via donations and volunteer time. FY 2026 examples include:

- A backpack drive to ensure kids have the materials they need to succeed in school
- Volunteering with, donating supplies to, and delivering furniture for Ronald McDonald Houses, which La-Z-Boy Incorporated has supported for almost 18 years. In FY 2026, LZB Incorporated donated over \$250k in furniture. Additionally, LZB Incorporated and LZB Foundation combined, donated \$350k to RMHC.
- Sterling Island cleanup of the 1,000 ft trail, led by summer interns



Each year, we recognize a few colleagues for the positive impact they made through their dedication to community service and volunteer engagement.

FY 2026 honorees were:

- Mariela Angulo Aguilar
- Amy Doroff
- Lizzie Bartelt
- Jacob Rogers
- Mikki Bennett
- Matt Simpson



CONGRATULATIONS,
Sue Vanisacker



Sue is our Director of Community Relations. She recently received the Legacy Award from the Monroe County Business Alliance for the “lasting impact her dedication and leadership have left on the community.”

Sue joined La-Z-Boy Incorporated in 1986, beginning her career in Sales before moving to Human Resources. In 2004, she was “tapped on the shoulder” and asked to lead Community Relations and the La-Z-Boy Foundation.

“Only three people have held this responsibility in our almost 100-year history,” Sue says. **“I had the privilege of working with our founders, Edward Knabusch and Edwin Shoemaker, and I’ve always tried to uphold their core values of caring for people and the community.** Today, I also try to ‘tap people on the shoulder’ when I see their potential, just as so many people did for me throughout my career.”



Quality For Generations



At La-Z-Boy Incorporated, product quality and safety begin long before a product reaches the consumer. From material standards and testing protocols to packaging validation and regulatory compliance, we take a disciplined approach to designing and delivering products built for comfort, confidence, and long-term use.

- Our Dayton, Tennessee, Test Lab is accredited by the [American Association for Laboratory Accreditation](#) and meets [ISO 17025](#) standards, reinforcing our commitment to consistent, reliable testing. We recently expanded the scope of the lab to fabric performance testing for suppliers and customers, saving both time and money by using our accredited facility. This, combined with our clear [Product Stewardship Requirements and Prohibited and Controlled Substances guidelines](#), continue to build trust with customers and consumers.
- Across our portfolio, many products meet respected third-party standards, and 100% of products manufactured in North America meet [UL GREENGUARD™ Gold](#) certification requirements for chemical emissions and healthier indoor environments. We also test La-Z-Boy branded products to [International Safe Transit Association \(ISTA\) Packaging Transit Testing Procedures](#), strict requirements major customers expect. We further apply rigorous [Business and Institutional Furniture Manufacturers \(BIFMA\)](#) durability testing to residential seating, even where no residential standard exists.
- Beyond compliance, La-Z-Boy Incorporated plays an active role in shaping furniture safety standards through industry memberships and participation in American Society for Testing and Materials (ASTM) International committees. As regulations and expectations evolve, we remain focused on building products customers can trust for generations.

La-Z-Boy Incorporated also has been a member of the U.S. Customs and Border Protection voluntary [Customs-Trade Partnership \(CTPAT\) Against Terrorism](#) program since 2018. LZB Manufacturing, Inc. is a Tier III CTPAT Certified Importer committed to strengthening and improving the international supply chain and U.S. border security.

Never One to Sit Still

Mark McClung loves a good challenge, a valuable skill he has put to work at La-Z-Boy Incorporated for 33 years.

After a few early years working in the manufacturing environment, Mark moved into upholstery design and later began research and standards setting for new materials. Over time, this work expanded into overseeing the accredited Test Lab, where he and the team have expanded capabilities to now test fabrics for suppliers and customers, saving valuable production time and the cost of outside testing services.

“I’ve always enjoyed the opportunity to learn and solve problems,” Mark says.

“Working in Research & Design opened this door and now, in the Test Lab, I’m learning even more. This, combined with our family atmosphere, is what keeps me energized.”



Sustainability Account Standards Board (SASB) Index

BUILDING PRODUCTS & FINISHINGS

Topic	Accounting Metric	Code	Location/Response	Page
Energy Management in Manufacturing	- Total energy consumed - Percentage grid electricity - Percentage renewable	CG-BF-130a. ¹	726,634 gj 38%, or 295,274 gj 62%, or 475,885 gj	
Management of Chemicals in Products	Discussion of processes to assess and manage risks or hazards associated with chemicals in products	CG-BF-250a.1	- Improving Our Environmental Footprint/ Sustainable Supply Chain/Materials Standards - Quality for Generations	9
	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	CG-BF-250a.2	100% for Noth American manufactured products	16
Product Lifecycle Environmental Impacts	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	CG-BF-410a.1	- Achieving Our Century Vision Strategy - Built to TranZform - Improving Our Environmental Footprint - Emissions and Energy Management - Waste Management	7 8 9 10 11
	- Weight of end-of-life material recovered - Percentage of recovered materials	CG-BF-410a.2	67,323,944 lbs. of nonhazardous waste and 26,337 lbs. of hazardous waste 86% of nonhazardous waste and 64% of hazardous waste	11 11
Wood Supply Chain Management	- Total weight of wood fiber materials purchased - Percentage sourced from third-party certified forestlands - Percentage by each forest-management certification standard - Percentage certified to other wood-fiber sourcing standards - Percentage by each of these other standards	CG-BF-430a.1	Improving Our Environmental Footprint/ Sustainable Supply Chain/Wood Sourcing	9
Activity Metrics	Annual Production	CG-BF-000.A	1,614,946 units	
	Area of manufacturing facilities	CG-BF-000.B	513,333 yd ²	

¹ The ISSB has proposed targeted amendments to SASB metric CG-BF-130a.1. These proposals were not effective for the reporting period covered by this index.

Task Force on Climate- Related Financial Disclosures (TCFD) Index

Topic	Disclosure Indicator	Location/Response	Page
Governance: Disclose the organization’s governance around climate-related risks and opportunities			
a) Describe the Board’s oversight of climate-related risks and opportunities.	Frequency at which the Board and/or committees are informed about climate-related issues	How We Operate/Governance	Page 6 and the 2025 Report (page 6)
	The Board and/or committees consider climate-related issues when reviewing and guiding strategy.	How We Operate/Governance	
	The Board monitors and oversees progress against goals and targets for addressing climate-related issues.	How We Operate/Governance	
b) Describe management’s role in assessing and managing climate-related risks and opportunities.	The organization has assigned climate-related responsibilities to management-level personnel or committees.	How We Operate/Governance	
	Description provided of the associated organizational structure(s)	How We Operate/Governance	
	Description provided of how management monitors climate-related issues	How We Operate/Governance	
	Description provided of the processes by which management is informed about climate-related issues.	How We Operate/Governance	
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.			
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	Description provided of what they consider to be the relevant short-, medium-, and long-term time horizons.	The Company is currently defining our short-, medium- and long-term horizons, with these timelines being guided by our assessment of climate-related risks.	

Task Force on Climate- Related Financial Disclosures (TCFD) Index

Topic	Disclosure Indicator	Location/Response	Page
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning. (Continued...)			
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term. (Continued...)	Description provided of the specific climate-related issues potentially arising in each time horizon that could have a financial impact	The Company does not fall under any high-risk categories as defined by TCFD, yet we do acknowledge the significant impacts of climate change and apply thorough consideration of climate-related risks and their respective time horizons. The short- and medium-term risks prevalent to the Company relate to physical risks to our facilities: floods, hurricanes, wildfires and weather changes that have critical impact to our material supply chain. The long-term risks relate to changing agricultural regions and droughts that can impact our timber growing regions and the cost and supply of wood. The Company will continue to conduct assessments and use associated insights to bolster the climate resilience of our operations and supply chain.	
	Description provided of the process(es) used to determine the risks and opportunities that have a material financial impact on the organization	Considering the Climate in Business Decision-Making	2025 Report, page 18
b) Describe the impact of climate-related risks and opportunities on the organization’s business, strategy and financial planning.	The Company discloses information on the potential impacts of climate-related risks and opportunities.	Considering the Climate in Business Decision-Making	2025 Report, page 18
	Description of how climate-related issues serve as an input to their financial planning process, the time period(s) used, and how these risks and opportunities are prioritized.	The Company recognizes the significant impact climate change could have on our business. Therefore, we assess its related challenges and opportunities quarterly alongside other significant potential risks. By keeping a consistent pulse on climate change and what is happening across our business, we are able to leverage opportunities and minimize risks to maintain favorable position within the furniture retail marketplace.	

Task Force on Climate- Related Financial Disclosures (TCFD) Index

Topic	Disclosure Indicator	Location/Response	Page
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning. (Continued...)			
c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate-related scenario analysis conducted by the Company.	We are conducting TCFD risk assessments for both physical and transition risks. The physical risk assessments also include analyses for our top 50 suppliers, providing insight into how we can help strengthen climate resilience along our supply chain.	
	The Company discloses how resilient its strategies are to climate-related risks and opportunities.	We have conducted risk analysis for all categories of risk specified by TCFD. We were either below or in the moderate range for all categories of risk. For the Company, climate risk assessment and evaluation is a continuous process and we’ll keep conducting these evaluations as needed and will realign our strategy, if required.	
Risk management: Disclose how the organization identifies, assesses and manages climate-related risks.			
a) Describe the organization’s process for identifying and assessing climate-related risks.	Processes for identifying climate-related risks defined, covering potential size and scope (materiality determination) of identified climate-related risks.	Considering the Climate in Business Decision-Making	2025 Report, page 18
	Description of whether they consider existing emerging regulatory requirements related to climate change (e.g., limits to emissions).	The Company has conducted a policy risk exposure assessment to measure the enterprise carbon pricing risk.	
	The Company defines risk terminology used or makes a reference to the existing risk classification frameworks.	The Company uses the TCFD – Climate Physical Risk and Climate Transition Risk framework	
b) Describe the organization’s process for managing climate-related risks.	Description provided of processes used to manage climate-related risks (policy and legal, technology, market, reputation, physical).	Considering the Climate in Business Decision-Making	2025 Report, page 18

Task Force on Climate- Related Financial Disclosures (TCFD) Index

Topic	Disclosure Indicator	Location/Response	Page
Risk management: Disclose how the organization identifies, assesses and manages climate-related risks. (Continued...)			
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management.	Processes for identifying, assessing and managing climate-related risks are integrated into the overall enterprise risk management framework.	The Company’s enterprise risk management process engages key business and functional leaders to identify the major risks faced by the Company, including environmental and sustainability risks, and management identifies ways to mitigate and monitor such risks. At least annually, the Company’s executive leadership reviews with the full Board the key risks identified in the enterprise risk management process, as well as the steps identified to mitigate such risks. The business and functional leaders responsible for management of the identified risks also regularly discuss changes in the assessment of those risks and mitigation plans with the Board. We are continually refining and updating our risk management framework and procedures to account for both existing and future climate-related risks. We also consistently engage with our suppliers to communicate our sustainability goals, discuss sustainable sourcing practices, and support them in making their operations less carbon intensive.	
Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.			
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	The Company discloses key metrics used to measure and manage climate-related risks.	Improving Our Environmental Footprint • Sustainable Supply Chain • Wood Sourcing • Emissions and Energy Management • Waste Management	9-11
	The Company includes metrics on climate-related risks associated with energy, emissions, materials and waste management where relevant and applicable.	We are not a water- or land-use intensive business.	
	The Company discloses cross-industry, climate-related metric categories.	Improving Our Environmental Footprint/Emissions and Energy Management/Scope 3 Emissions	10

Task Force on Climate- Related Financial Disclosures (TCFD) Index

Topic	Disclosure Indicator	Location/Response	Page
Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material. (Continued...)			
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks.	The Company discloses Scope 1 and 2 GHG emissions.	Improving Our Environmental Footprint/Emissions and Energy Management/Scope 1 and 2 emissions	10
	The Company discloses Scope 3 emissions.	Improving Our Environmental Footprint/ Emissions and Energy Management/Scope 3 Emissions	11
	Industry-specific GHG efficiency ratios disclosed.	The Company is in the process of developing GHG efficiency ratios for our operations.	
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	GHG targets are in place.	Improving Our Environmental Footprint/Emissions and Energy Management	10
	Climate change non-GHG targets are in place, covering energy and waste management where relevant and applicable.	We strive to divert 90% of manufacturing waste from landfill. We also aim to reduce the amount of hazardous waste produced year-over-year. We are not a water- or land-use intensive business.	10
	The organization, disclosing medium- or long-term targets, should also disclose associated interim targets in aggregate or business-wise where available.	We are currently working toward a decarbonization roadmap that will guide this work from FY 2027 onward.	10

Disclaimer

CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

La-Z-Boy Incorporated and its subsidiaries (individually and collectively, “we,” “our,” “us,” “La-Z-Boy” or the “Company”) make “forward-looking” statements within the meaning of the Private Securities Litigation Reform Act of 1995. Generally, forward-looking statements include information concerning expectations, projections or trends relating to our results of operations, financial results, financial condition, strategic initiatives and plans, sustainability initiatives and commitments, acquisitions and divestitures, expenses, dividends, share repurchases, liquidity, use of cash and cash requirements, borrowing capacity, investments, future economic performance, and our business and industry.

Forward-looking statements can be identified by the fact that they do not relate strictly to historical or current facts. Forward-looking statements may include words such as “aim,” “anticipates,” “believes,” “continues,” “estimates,” “expects,” “feels,” “forecasts,” “hopes,” “intends,” “,” “likely,” “non-recurring,” “one-time,” “outlook,” “plans,” “projects,” “seeks,” “short-term,” “target,” “unusual,” or words of similar meaning, or future or conditional verbs, such as “will,” “should,” “could,” or “may.” A forward-looking statement is neither a prediction nor a guarantee of future events or circumstances, and those future events or circumstances may not occur. You should not place undue reliance on forward-looking statements, which speak to our views only as of the date of this report. These forward-looking statements are all based on currently available operating, financial, and competitive information and are subject to various risks and uncertainties, many of which are unforeseeable and beyond our control. Additional risks and uncertainties that we do not presently know about or that we currently consider to be immaterial may also affect our business operations and financial performance.

Our actual future results and trends may differ materially from those we anticipate depending on a variety of factors, including, but not limited to, the risks and uncertainties discussed in our Annual Report for the fiscal year ended April 25, 2026, under Item 1A, “Risk Factors” and Item 7, “Management’s Discussion and Analysis of Financial

Condition and Results of Operations” and in our other filings with the Securities and Exchange Commission. Given these risks and uncertainties, you should not rely on forward-looking statements as a prediction of actual results. Any or all of the forward-looking statements contained in this report, our Annual Report for the fiscal year ended April 25, 2026, or any other public statement made by us, including by our management, may turn out to be incorrect. We are including this cautionary note to make applicable and take advantage of the safe harbor provisions of the Private Securities Litigation Reform Act of 1995 for forward-looking statements. We undertake no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or for any other reason.

In addition, information included in, and any issues identified as material or any derivatives of the word material for purposes of, this report may not be considered material for SEC reporting purposes. Within the context of this report, the term “material” (or any derivatives of the word material) is distinct from, and should not be confused with, such term as defined for SEC reporting purposes.

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