LA-Z-BOY INCORPORATED
(Exact Name of Registrant as Specified in Its Charter)
Michigan
(State or Other Jurisdiction of Incorporation)
1-9656
(Commission File Number)
38-0751137
(I.R.S. Employer Identification No.)

1284 N. Telegraph Road
Monroe, Michigan 48162
(Address of Principal Executive Offices, Including Zip Code)
(313) 242-1444
(Registrant's Telephone Number, Including Area Code)
[not applicable]
(Former Name or Former Address If Changed Since Last Report

```
Item 5. Other Events
    Exhibit
    Number
    Description
    -------
    (27) Financial Data Schedule (EDGAR only)
    (99)(a) News Release and Financial Information Release
    (99)(b) Annual Report Financial Section
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## SIGNATURES

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

LA-Z-BOY INCORPORATED

APR-26-1997
APR-26-1997
12-MOS
25,382
215, 032
0
78,771
342,775
276, 815
162,157
528, 407
97, 669

- 17,908

0
0
341, 430
528,407
1, 005, 825
$1,005,825$
744,662
744, 662
187, 230

4,376
73, 835
28,538
45, 297
0
0
0
45,297
2.50
2.50

Receivables are reported net of allowances for doubtful accounts on the Statement of Financial Position.

MONROE, MI., May 29, 1997: La-Z-Boy Incorporated exceeded one billion dollars in sales, as net income per share reached a record $\$ 2.50$ for the furniture company's 1997 fiscal year ended April 26. Chairman and President Charles T. Knabusch said La-Z-Boy concluded its fiscal year with "a strong fourth quarter." It was the seventh consecutive quarter in which sales and profits improved over comparable prior year periods.

Financial Details
For the 1997 FISCAL YEAR, sales reached \$1,005.8 million, up $6 \%$ from last year's $\$ 947.3$ million. Operating profit rose $10 \%$ to $\$ 73.9$ million vs. $\$ 67.5$ million. Net income increased $15 \%$ to $\$ 45.3$ million vs. $\$ 39.3$ million, and net income per share was up $18 \%$ to $\$ 2.50$ from $\$ 2.12$.

FOURTH QUARTER sales increased $8 \%$ to $\$ 287.5$ million from sales of $\$ 266.8$
million in last year's fourth quarter. Operating profit rose $6 \%$ to $\$ 24.6$ million vs. $\$ 23.3$ million. Net income rose $11 \%$ to $\$ 15.6$ million vs. $\$ 14.0$ million. Net income per share increased $14 \%$ to $\$ 0.87$ from \$0.76.

## Chairman Comments

Mr. Knabusch said, "Fiscal 1997 saw La-Z-Boy sales and profits reach record levels. Sales passed the billion dollar mark thanks to hard work by La-Z-Boy employees, our supplier companies and our vast network of retail dealers. The dedicated efforts of all these people honor our late chairman Edward M. Knabusch and our current vice chairman Edwin J. Shoemaker who founded the company 70 years ago and poured their energies into making La-Z-Boy our industry's best-known name and one of its most respected names."

## Marketing

Sales benefited from aggressive advertising and promotional programs that included a La-Z-Boy/ Plymouth Road Home Sweepstakes. The sweepstakes, whose two top prizes were Plymouth Voyager minivans, generated higher retail store traffic for La-Z-Boy dealers.

In June, a La-Z-Boy Great Room Giveaway National Sweepstakes will help dealers showcase La-Z-Boy's full line of upholstered products. On June 1, the nation's two top weekend magazines -- Parade and USA Weekend -- will feature La-Z-Boy advertisements. These ads will reach some 57 million readers in a 48hour period.

Acquisitions
As part of a platform for expanding into Europe, the Company recently acquired a $75 \%$ interest in Centurion Furniture plc, which has been La-Z-Boy's manufacturing and sales licensee in England. Centurion recorded approximately $\$ 12$ million in sales for their year ended March, 1997. The investment in Centurion is reflected in "Other long-term assets" on the balance sheet. Plans are to include their operating results in the second half of fiscal year 1998.

Sales Orders
In recent weeks, La-Z-Boy has been receiving incoming orders at a higher rate than for the similar period last year. Sales backlogs, however, generally are lower, due in part to success in filling sales orders more promptly.

## More Information

La-Z-Boy's 8-K filing includes a full income statement, balance sheet, cash flow statement and additional management discussion. This information can be found in the SEC's EDGAR databases or at www.lazboy.com. See www.lzbcontract.com and Www.hammary.com for more information on two of La-ZBoy's operating divisions.

FOURTH QUARTER ENDED (UNAUDITED)

|  | Amounts |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  | Percent of Sales |  |
|  | $\begin{gathered} \text { Apr. } 26, ~ \\ 1997 \end{gathered}$ | $\begin{gathered} \text { Apr. } 27, \\ 1996 \end{gathered}$ | \% Over <br> (Under) | $1997$ | $1996$ |
| Sales | \$287, 463 | \$266, 832 | 8\% | 100.0\% | 100.0\% |
| Cost of sales | 211, 749 | 194,755 | 9\% | 73.7\% | 73.0\% |
| Gross profit | 75,714 | 72,077 | 5\% | 26.3\% | 27.0\% |
| $S, G \& A$ | 51,105 | 48,751 | 5\% | 17.7\% | 18.3\% |
| Operating profit | 24,609 | 23,326 | 6\% | 8.6\% | 8.7\% |
| Interest expense | 1,076 | 1,188 | -9\% | 0.4\% | 0.4\% |
| Interest Income | 510 | 645 | -21\% | 0.2\% | 0.2\% |
| Other income | 563 | 736 | -24\% | 0.2\% | 0.3\% |
| Pretax income | 24,606 | 23,519 | 5\% | 8.6\% | 8.8\% |
| Income taxes | 8,960 | 9,481 | -5\% | 36.4\%* | 40.3\%* |
| Net income | \$15, 646 | \$14, 038 | 11\% | 5.4\% | 5.3\% |
| Average shares | 17,929 | 18,457 | -3\% |  |  |
| Net income per share | \$0.87 | \$0.76 | 14\% |  |  |
| Dividends per share | \$0. 21 | \$0. 19 | 11\% |  |  |


|  |  | FISCAL YEAR ENDED |  | (AUDITED) |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amounts |  |  |  |  |
|  |  |  |  | Percent of Sales |  |
|  | $\begin{gathered} \text { Apr. } 26 \text {, } \\ 1997 \end{gathered}$ | $\begin{gathered} \text { Apr . } 27, \\ 1996 \end{gathered}$ | \% Over <br> (Under) | 1997 | 1996 |
| Sales | \$1, 005, 825 | \$947, 263 | 6\%* | 100.0\% | 100.0\% |
| Cost of sales | 744, 662 | 705,379 | 6\% | $74.0 \%$ | $74.5 \%$ |
| Gross profit | 261,163 | 241,884 | 8\% | 26.0\% | 25.5\% |
| $S, G \& A$ | 187,230 | 174,376 | 7\% | 18.6\% | 18.4\% |
| Operating profit | 73,933 | 67,508 | 10\% | 7.4\% | $7.1 \%$ |
| Interest expense | 4,376 | 5,306 | -18\% | 0.4\% | $0.6 \%$ |
| Interest Income | 1,770 | 1,975 | -10\% | 0.2\% | 0.2\% |
| Other income | 2,508 | 2,023 | 24\% | 0.1\% | 0.3\% |
| Pretax income | 73,835 | 66,200 | 12\% | 7.3\% | $7.0 \%$ |
| Income taxes | 28,538 | 26,947 | 6\% | $38.7 \%$ * | 40.7\%* |
| Net income | \$45, 297 | \$39, 253 | 15\% | 4.5\% | 4.1\% |

Average shares
$18,108 \quad 18,498 \quad-2 \%$
Net income per share

Dividends per share
\$2.50 \$2.12 18\%
$\$ 0.78 \quad \$ 0.74 \quad 5 \%$

* As a percent of pretax income, not sales.

|  | ----------- |  | Increase <br> (Decrease) |  |
| :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { Apr. } 26, \\ 1997 \end{gathered}$ | $\begin{gathered} \text { Apr. } 27, \\ 1996 \end{gathered}$ | Dollars | Percent |
| Current assets |  |  |  |  |
| Cash \& equivalents | \$25,382 | \$27, 060 | \$ $(1,678)$ | -6\% |
| Receivables | 215, 032 | 206,430 | 8,602 | 4\% |
| Inventories |  |  |  |  |
| Raw materials | 36,959 | 37,274 | (315) | -1\% |
| Work-in-process | 34,854 | 35,241 | (387) | -1\% |
| Finished goods | 28,177 | 28,333 | (156) | -1\% |
| FIFO inventories | 99,990 | 100,848 | (858) | -1\% |
| Excess of FIFO over LIFO | $(21,219)$ | ( 21,656 ) | 437 | 2\% |
| Total inventories | 78,771 | 79,192 | (421) | -1\% |
| Deferred income taxes | 20,950 | 19,271 | 1,679 | 9\% |
| Other current assets | 2,640 | 5,148 | $(2,508)$ | -49\% |
| Total current assets | 342,775 | 337,101 | 5,674 | 2\% |
| Property, plant \& equipment | 114,658 | 116,199 | $(1,541)$ | -1\% |
| Goodwill | 38,702 | 40,359 | $(1,657)$ | -4\% |
| Other long-term assets | 32,272 | 23,887 | 8,385 | 35\% |
| Total assets | \$528, 407 | \$517, 546 | \$10, 861 | 2\% |
|  |  | ited | Increa <br> (Decrea | $\begin{aligned} & \text { ase } \\ & \text { ase } \end{aligned}$ |
|  | $\begin{gathered} \text { Apr. } 26, \\ 1997 \end{gathered}$ | $\begin{gathered} \text { Apr. } 27 \\ 1996 \end{gathered}$ | Dollars | Percent |
| Current liabilities |  |  |  |  |
| Current portion-l/t debt | \$4, 611 | \$5,625 | \$(1, 014$)$ | -18\% |
| Current portion-cap. leases | 2,017 | 2,114 | (97) | -5\% |
| Accounts payable | 28,589 | 30,997 | $(2,408)$ | -8\% |
| Payroll/Other Comp. | 37,934 | 34,609 | 3,325 | 10\% |
| Estimated income taxes | 5,412 | 5,572 | (160) | -3\% |
| Other current liabilities | 19,106 | 17,601 | 1,505 | 9\% |
| Total current liabilities | 97,669 | 96,518 | 1,151 | 1\% |
| Long-term debt | 52,449 | 57,075 | $(4,626)$ | -8\% |
| Capital leases | 2,202 | 4,219 | $(2,017)$ | -48\% |
| Deferred income taxes | 6,329 | 6,663 | (334) | -5\% |
| Other long-term liabilities | 10,420 | 9,695 | 725 | 7\% |
| Shareholders' equity |  |  |  |  |
| 17,907,526 shares, \$1.00 par | 17,908 | 18,385 | (477) | -3\% |
| Capital in excess of par | 27,697 | 28,016 | (319) | -1\% |
| Retained earnings | 314,731 | 297,750 | 16,981 | 6\% |
| Currency translation | (998) | (775) | (223) | -29\% |
| Total shareholders' equity | 359,338 | 343,376 | 15,962 | 5\% |
| Total liabilities and shareholders' equity | \$528, 407 | \$517, 546 | \$10, 861 | 2\% |

La-Z-Boy Incorporated Financial Information Release 3 of 3 5/29/97

Overall
Refer to today's press release for additional information.

## Gross Profit

Fourth quarter gross profit declined to $26.3 \%$ of sales from $27.0 \%$ of sales last year. The decline was largely due to year-end physical in-
ventory adjustments. The adjustments were unfavorable this year and favorable last year. The Company uses various techniques to reduce the effect of physical inventory adjustments, however, there is always some uncertainty as to the outcome of the adjustments.

S, G and A
----------
Fourth quarter S, G \& A declined to $17.7 \%$ of sales vs. $18.3 \%$ last year. Last year included some one-time adjustments which increased S, G \& A a total of 0.7 points as a percent of sales. Excluding these adjustments, S, G \& A was up 0.1 points as a percent of sales.

## Income Taxes

Fourth quarter income tax expense as a percent of pretax income was $36.4 \%$ vs. $40.3 \%$ last year. Last year included a one-time amortization adjustment which increased the effective tax rate. The Canadian division results for the current quarter were favorable, reversing some of the unfavorable tax impacts recorded in prior quarters. The prior year Canadian division results were unfavorable, generating unfavorable tax impacts, which increased the prior year effective rate. In addition, the benefits of some efforts to reduce tax expense were recognized during the quarter.

Other Long-term Assets
Other long-term assets increased $35 \%$ from last year. A major reason for the increase was an investment in Centurion Furniture, plc, a furniture manufacturer located in England. During fiscal year 1997, approximately $75 \%$ of their ordinary share capital was acquired. The remainder of the ordinary share capital is expected to be acquired in the first quarter of fiscal year 1998. Most of the remaining increase relates to various proprietary store related financing activities.

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

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

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

Charles T. Knabusch Chief Executive Officer<br>Frederick H. Jackson Chief Financial Officer

Report of Independent Accountants
Price Waterhouse LLP
To the Board of Directors and Shareholders of La-Z-Boy Incorporated:
In our opinion, the accompanying consolidated balance sheet and the related consolidated statements of income, of changes in shareholders' equity, and of cash flows, present fairly, in all material respects, the financial position of La-Z-Boy Incorporated and its subsidiaries at April 26, 1997 and April 27, 1996, and the results of their operations and their cash flows for each of the three fiscal years in the period ended April 26, 1997, in conformity with generally accepted accounting principles. These financial statements are the responsibility of the Company's management; our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits of these statements in accordance with generally accepted auditing standards which require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for the opinion expressed above.

Price Waterhouse LLP
Toledo, Ohio
May 29, 1997

## Consolidated Balance Sheet

(Amounts in thousands, except par value)

```
As of

\section*{Assets}
\begin{tabular}{|c|c|c|}
\hline \multicolumn{3}{|l|}{Current assets} \\
\hline Cash and equivalents & \$25,382 & \$27, 060 \\
\hline Receivables, less allowances of \$16,442 in 1997 and \$15,253 in 1996. & 215,032 & 206,430 \\
\hline \multicolumn{3}{|l|}{Inventories} \\
\hline Raw materials & 36,959 & 37,274 \\
\hline Work-in-process & 34,854 & 35, 241 \\
\hline Finished goods & 28,177 & 28,333 \\
\hline FIFO inventories & 99,990 & 100, 848 \\
\hline Excess of FIFO over LIFO. & \((21,219)\) & (21, 656 ) \\
\hline Total inventories & 78,771 & 79,192 \\
\hline Deferred income taxes & 20,950 & 19,271 \\
\hline Other current assets & 2,640 & 5,148 \\
\hline Total current assets & 342,775 & 337,101 \\
\hline Property, plant and equipment, net & 114,658 & 116,199 \\
\hline Goodwill, less accumulated amortization of & & \\
\hline \$9,744 in 1997 and \$8,087 in 1996 & 38,702 & 40,359 \\
\hline Other long-term assets, less allowances of & & \\
\hline \$2,489 in 1997 and \$2,780 in 1996. & 32,272 & 23,887 \\
\hline Total assets & \$528, 407 & \$517, 546 \\
\hline \multicolumn{3}{|l|}{Liabilities and Shareholders' Equity} \\
\hline \multicolumn{3}{|l|}{Current liabilities} \\
\hline Current portion of long-term debt & \$4, 611 & \$5,625 \\
\hline Current portion of capital leases & 2, 017 & 2,114 \\
\hline Accounts payable. & 28,589 & 30,997 \\
\hline Payroll/other compensation & 37,934 & 34,609 \\
\hline Estimated income taxes & 5,412 & 5,572 \\
\hline Other current liabilities & 19,106 & 17,601 \\
\hline Total current liabilities & 97,669 & 96,518 \\
\hline Long-term debt & 52,449 & 57, 075 \\
\hline Capital leases & 2,202 & 4,219 \\
\hline Deferred income taxes & 6,329 & 6,663 \\
\hline Other long-term liabilities & 10,420 & 9,695 \\
\hline \multicolumn{3}{|l|}{Shareholders' equity} \\
\hline Preferred shares - 5,000 authorized; 0 issued. & -- & -- \\
\hline Common shares, \$1 par value - 40,000 authorized; 17,908 issued in 1997 and 18,385 in 1996. & 17,908 & 18,385 \\
\hline Capital in excess of par value.. & 27,697 & 28, 016 \\
\hline Retained earnings. & 314,731 & 297,750 \\
\hline Currency translation adjustments & (998) & (775) \\
\hline Total shareholders' equity. & 359,338 & 343,376 \\
\hline Total liabilities and shareholders' equity. & \$528, 407 & \$517, 546 \\
\hline
\end{tabular}

The accompanying Notes to Consolidated Financial Statements are an integral part of these statements.
(Amounts in thousands, except per share data)
\begin{tabular}{llll} 
Year Ended & April 26, & April 27, & April 29, \\
& & 1997 & 1996
\end{tabular}
\begin{tabular}{|c|c|c|c|}
\hline Gross profit & 261,163 & 241,884 & 221,049 \\
\hline Selling, general and administrative.. & 187, 230 & 174,376 & 158, 551 \\
\hline Operating profit. & 73,933 & 67,508 & 62,498 \\
\hline Interest expense & 4,376 & 5,306 & 3,334 \\
\hline Interest income & 1,770 & 1,975 & 1,628 \\
\hline Other income & 2,508 & 2,023 & 1,229 \\
\hline Pretax income. & 73,835 & 66,200 & 62,021 \\
\hline \multicolumn{4}{|l|}{Income tax expense} \\
\hline \begin{tabular}{l}
Federal - current. \\
- deferred
\end{tabular} & \[
\begin{aligned}
& 26,247 \\
& (1,699)
\end{aligned}
\] & \[
\begin{array}{r}
23,383 \\
\quad(818)
\end{array}
\] & \[
\begin{aligned}
& 22,716 \\
& (1,205)
\end{aligned}
\] \\
\hline \begin{tabular}{l}
State - current. \\
- deferred
\end{tabular} & \[
\begin{array}{r}
4,304 \\
(314)
\end{array}
\] & \[
\begin{array}{r}
4,540 \\
(158)
\end{array}
\] & \[
\begin{array}{r}
4,177 \\
31
\end{array}
\] \\
\hline Total tax expense. & 28,538 & 26,947 & 25,719 \\
\hline Net income. & \$45, 297 & \$39, 253 & \$36, 302 \\
\hline Weighted average shares. & 18,108 & 18,498 & 18,044 \\
\hline Net income per share. & \$2.50 & \$2.12 & \$2.01 \\
\hline
\end{tabular}

The years ended April 26, 1997 and April 27, 1996 include England/Corsair. The year ended April 29, 1995 does not include England/Corsair.

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

\section*{Consolidated Statement of Cash Flows}
(Amounts in thousands)
\begin{tabular}{|c|c|c|c|}
\hline Year Ended & \[
\begin{gathered}
\text { April } 26, ~ \\
1997
\end{gathered}
\] & \[
\begin{gathered}
\text { April } 27, \\
1996
\end{gathered}
\] & \[
\begin{gathered}
\text { April } 29, \\
1995
\end{gathered}
\] \\
\hline \multicolumn{4}{|l|}{Cash flows from operating activities:} \\
\hline Net income. & \$45, 297 & \$39, 253 & \$36, 302 \\
\hline \multicolumn{4}{|l|}{Adjustments to reconcile net income to net} \\
\hline Depreciation and amortization & 20,382 & 20, 147 & 15,156 \\
\hline Change in receivables & \((8,178)\) & \((13,492)\) & \((6,013)\) \\
\hline Change in inventories & 421 & 1,899 & \((4,142)\) \\
\hline Change in other assets and liab & 4,254 & 5,184 & 1,624 \\
\hline Change in deferred taxes. & ( 2,014 ) & (975) & \((2,619)\) \\
\hline Total adjustments & 14,865 & 12,763 & 4,006 \\
\hline Cash provided by operating activities.............. & 60,162 & 52,016 & 40,308 \\
\hline \multicolumn{4}{|l|}{Cash flows from investing activities:} \\
\hline Proceeds from disposals of assets & 1,527 & 1,063 & 1,442 \\
\hline Capital expenditures & \((17,778)\) & \((18,168)\) & \((18,980)\) \\
\hline Acquisition of operating division, net of cash acquired...................... & & -- & \((2,486)\) \\
\hline Change in other investments. & \((8,596)\) & \((1,229)\) & (254) \\
\hline Cash used for investing activities & \((24,847)\) & \((18,334)\) & \((20,278)\) \\
\hline \multicolumn{4}{|l|}{Cash flows from financing activities:} \\
\hline Short-term debt & -- & -- & 261 \\
\hline Long-term debt & -- & -- & 7,500 \\
\hline Retirements of debt & \((5,640)\) & \((13,125)\) & \((5,011)\) \\
\hline Capital leases. & -- & 1,161 & -- \\
\hline Capital lease principal payments & \((2,114)\) & \((2,204)\) & -- \\
\hline Stock for stock option plans & 4,213 & 2,876 & 1,834 \\
\hline Stock for 40l(k) employee plans. & 1,568 & 1,378 & 1,521 \\
\hline
\end{tabular}
\begin{tabular}{|c|c|c|c|}
\hline Purchases of La-Z-Boy stock & \((20,751)\) & \((10,035)\) & \((12,722)\) \\
\hline Payments of cash dividends. & \((14,142)\) & \((13,706)\) & \((12,286)\) \\
\hline Cash used for financing activities & \((36,866)\) & \((33,655)\) & \((18,953)\) \\
\hline Effect of exchange rate changes on cash & (127) & (15) & 45 \\
\hline Net change in cash and equivalents & \((1,678)\) & 12 & 1,122 \\
\hline Cash and equiv. at beginning of the year. & 27,060 & 27,048 & 25,926 \\
\hline Cash and equiv. at end of the year & \$25,382 & \$27,060 & \$27,048 \\
\hline Cash paid during the year - Income taxes.. & \$28,670 & \$27,024 & \$28,010 \\
\hline Interest & \$4,437 & \$5,408 & \$3,281 \\
\hline
\end{tabular}

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

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

Consolidated Statement of Shareholders' Equity
(Amounts in thousands)
\begin{tabular}{|c|c|c|c|c|c|}
\hline & \begin{tabular}{l}
Common \\
Shares
\end{tabular} & ```
Capital
    in
Excess
of Par
Value
``` & Retained Earnings & \begin{tabular}{l}
Currency \\
Translation Adjustments
\end{tabular} & Total \\
\hline At April 30, 1994. & \$18,287 & \$10,147 & \$236,348 & (\$871) & \$290,911 \\
\hline Purchases of La-Z-Boy stock. & (529) & & \((12,243)\) & & \((12,772)\) \\
\hline Currency translation. & & & & 126 & 126 \\
\hline Stock options/401(k) & 137 & 601 & 2,617 & & 3,355 \\
\hline Acquisition of operating division. & 667 & 17,337 & & & 18,004 \\
\hline Dividends paid. & & & \((12,286)\) & & \((12,286)\) \\
\hline Net income. & & & 36,302 & & 36,302 \\
\hline At April 29, 1995.. & 18,562 & 28,085 & 277,738 & (745) & 323,640 \\
\hline Purchases of La-Z-Boy stock.. & (372) & & \((9,663)\) & & \((10,035)\) \\
\hline Currency translation. & & & & (30) & (30) \\
\hline Stock options/401(k) & 195 & (69) & 4,128 & & 4,254 \\
\hline Dividends paid. & & & \((13,706)\) & & \((13,706)\) \\
\hline Net income & & & 39,253 & & 39, 253 \\
\hline At April 27, 1996.. & 18,385 & 28,016 & 297,750 & (775) & 343,376 \\
\hline Purchases of La-Z-Boy stock.. & (693) & & \((20,058)\) & & \((20,751)\) \\
\hline Currency translation. & & & & (223) & (223) \\
\hline Stock options/401(k) & 216 & (319) & 5,884 & & 5,781 \\
\hline Dividends paid. & & & \((14,142)\) & & \((14,142)\) \\
\hline Net income. & & & 45,297 & & 45,297 \\
\hline At April 26, 1997.. & \$17,908 & \$27,697 & \$314,731 & (\$998) & \$359,338 \\
\hline
\end{tabular}

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

Notes to Consolidated Financial Statements

Note 1: Accounting Policies
The Company operates primarily in the U.S. furniture industry. The following is a summary of significant accounting policies followed in the preparation
of these financial statements.

\section*{Principles of Consolidation}

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

Risks And Uncertainties
The consolidated financial statements are prepared in conformity with generally accepted accounting principles, which require management to make estimates and assumptions that affect the reported amounts of assets, liabilities, sales and expenses for the reporting periods. Actual results could differ from those estimates.

\section*{Inventories}

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

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

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

Goodwill is evaluated periodically as events or circumstances indicate a possible inability to recover its carrying amount. Such evaluation is based on profitability projections and cash flow analysis. If future expected undiscounted cash flows are insufficient to recover the carrying amount of the asset, then an impairment loss is recognized.

Revenue Recognition
Revenue is recognized upon shipment of product.
Income Taxes
Income tax expense is provided on all revenue and expense items included in the consolidated statement of income, regardless of the period such items are recognized for income tax purposes.

\section*{Note 2: Acquisitions}

On April 29, 1995, the Company acquired all of the capital stock of England/Corsair, Inc., a manufacturer of upholstered furniture. For the twelve months ended April 1995, England/Corsair sales were \$103.2 million and income before income tax expense was \(\$ 3.9\) million.

During fiscal year 1997, La-Z-Boy acquired approximately 75\% of the ordinary share capital of Centurion Furniture plc, a furniture manufacturer located in England. The remainder of the ordinary share capital is expected to be acquired in the first quarter of fiscal year 1998. Sales for their year ended March 31, 1997 were \(\$ 12\) million. The investment appears in other long-term assets on the balance sheet.

Note 3: Cash and Equivalents
(Amounts in thousands)
\begin{tabular}{|c|c|c|}
\hline & \[
\begin{gathered}
\text { April } 26, ~ \\
1997
\end{gathered}
\] & \[
\begin{gathered}
\text { April } 27, \\
1996
\end{gathered}
\] \\
\hline Cash in bank. & \$5,782 & \$7, 060 \\
\hline Certificates of deposit & 19,600 & 20,000 \\
\hline Total cash and equivalents & \$25,382 & \$27,060 \\
\hline
\end{tabular}

The Company invests in certificates of deposit with a bank whose board of directors includes three members of the Company's board of directors. At the end of both fiscal years 1997 and 1996, \(\$ 16\) million was invested in this bank's certificates.

Note 4: Property, Plant and Equipment
(Amounts in thousands)
\begin{tabular}{|c|c|c|c|c|}
\hline & Estimated Life(years) & Depreciation Method & \[
\begin{gathered}
\text { April } 26, ~ \\
1997
\end{gathered}
\] & \[
\begin{gathered}
\text { April } 27 \\
1996
\end{gathered}
\] \\
\hline Land and land improvements. & 0-20 & 150\% DB & \$ 11, 296 & \$ 10,753 \\
\hline Buildings and building fixtures & s. 15-30 & 150\% DB & 110,875 & 108,120 \\
\hline Machinery and equipment & 10 & 200\% DB & 107,316 & 99,869 \\
\hline Information systems. & 5 & 200\% DB & 16,295 & 14,888 \\
\hline Network and tracking systems & 5-10 & SL & 1,873 & 253 \\
\hline Transportation equipment & . 5 & SL & 14,974 & 16,680 \\
\hline Other & 3-10 & Various & 14,186 & 14,875 \\
\hline & & & 276,815 & 265,438 \\
\hline Less: accumulated depreciation & & & 162,157 & 149,239 \\
\hline Property, plant and equipment, & t, net.. & & \$114, 658 & \$116,199 \\
\hline
\end{tabular}

Note 5: Debt and Capital Lease Obligations
(Dollar amounts in thousands)
\begin{tabular}{|c|c|c|c|c|}
\hline & Interest rates & Maturities & \[
\begin{gathered}
\text { April } 26, ~ \\
1997
\end{gathered}
\] & \[
\begin{gathered}
\text { April } 27, ~ \\
1996
\end{gathered}
\] \\
\hline Credit lines. & 5.9\%-6.1\% & 1998-02 & \$15,000 & \$15, 000 \\
\hline Private placement & 8.8\% & 1998-00 & 5,625 & 7,500 \\
\hline La-Z-Boy notes. & 8. \(0 \%\) & 1998-99 & 4,984 & 7,476 \\
\hline Industrial revenue bonds & .. 3.8\%-4.7\% & 1999-15 & 30,870 & 31,870 \\
\hline Other debt. & 5.0\%-7.0\% & 1998-00 & 581 & 854 \\
\hline Total debt & & & \$57,060 & \$62,700 \\
\hline Less: current portio & & & 4,611 & 5,625 \\
\hline Long-term debt & & & \$52,449 & \$57,075 \\
\hline \multicolumn{3}{|r|}{Weighted average interest} & 5.4\% & 5.5\% \\
\hline \multicolumn{3}{|r|}{Fair value of long-term debt} & \$57,200 & \$62,931 \\
\hline
\end{tabular}

The Company has a \(\$ 50\) million unsecured revolving credit line through August 2001, requiring interest only payments through August 2001 and requiring principal payment in August 2001. The Credit Agreement also includes covenants that, among other things, require the Company to maintain certain financial statement ratios. The Company has complied with all of the requirements.

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

The Company leases equipment (primarily trucks used as transportation equipment) under capital leases expiring at various dates through fiscal year 2001. The majority of the leases include bargain purchase options.

Maturities of debt and lease obligations for the five years subsequent to April 26, 1997 are \(\$ 7\) million, \(\$ 7\) million, \(\$ 3\) million, \(\$ 1\) million and \(\$ 22\) million, respectively. As of April 26,1997, the Company had remaining unused lines of credit and commitments of \(\$ 63\) million under several credit arrangements.

\section*{Note 6: Financial Guarantees}

La-Z-Boy has provided financial guarantees relating to loans and leases in connection with some proprietary stores. The amounts of the unsecured
guarantees are shown in the following table. Because almost all guarantees are expected to retire without being funded in whole, the contract amounts are not estimates of future cash flows.
(Amounts in thousands)
\begin{tabular}{|c|c|c|}
\hline & April 26, 1997 Contract Amount & April 27, 1996 Contract Amount \\
\hline Lease Guarantees. & \$4,458 & \$4,403 \\
\hline Loan Guarantees. & \$20, 049 & \$16,713 \\
\hline
\end{tabular}

Most guarantees require periodic payments to La-Z-Boy in exchange for the guarantee. Terms of current guarantees generally range from one to five years.

The guarantees have off-balance-sheet credit risk because only the periodic payments and accruals for possible losses are recognized in the Consolidated Balance Sheet until the guarantee expires. Credit risk represents the accounting loss that would be recognized at the reporting date if counterparties failed to perform completely as contracted. The credit risk amounts are equal to the contractual amounts, assuming that the amounts are fully advanced and that no amounts could be recovered from other parties.

\section*{Note 7: Stock Option Plans}

The Company's shareholders adopted an employee Incentive Stock Option Plan that provided grants to certain employees to purchase common shares of the Company at not less than their fair market value at the date of grant. Options are for five years and become exercisable at \(25 \%\) per year beginning one year from date of grant. The Company was authorized to grant options for up to 1,600,000 common shares.
\begin{tabular}{|c|c|c|}
\hline & Number of shares & Weighted average exercise price \\
\hline Outstanding at April 30, 1994. & 489,974 & \$22.65 \\
\hline Granted. & 109,412 & \$27.48 \\
\hline Exercised. & \((73,759)\) & \$19.60 \\
\hline Expired or cancelled. & \((40,927)\) & \$25.00 \\
\hline Outstanding at April 29, 1995. & 484,700 & \$24.03 \\
\hline Granted. & 140,245 & \$30.98 \\
\hline Exercised. & \((87,917)\) & \$16.80 \\
\hline Expired or cancelled. & \((4,478)\) & \$26.15 \\
\hline Outstanding at April 27, 1996. & 532,550 & \$27.05 \\
\hline Granted. & -- & -- \\
\hline Exercised. & \((120,714)\) & \$22.82 \\
\hline Expired or cancelled. & \((3,659)\) & \$27.11 \\
\hline Outstanding at April 26, 1997.. & 408,177 & \$28.30 \\
\hline Exercisable at April 26, 1997.. & 235,676 & \$27.11 \\
\hline Shares available for grants at April 26, 1997. & - - & \\
\hline
\end{tabular}

The options outstanding at April 26, 1997 have exercise prices between \(\$ 21.75\) and \(\$ 33.55\) and a weighted-average remaining contractual life of 2.1 years.

The Company's shareholders have adopted Restricted Share Plans. Under one plan, which has expired, the Compensation Committee of the Board of Directors was authorized to offer for sale up to an aggregate of 600,000 common shares to certain employees. There were 11,300 shares granted and issued in fiscal year 1996 under this plan. Under a second plan, up to an aggregate of 50,000 common shares were authorized for sale to non-employee directors. This plan expires in fiscal year 2000. Under the Restricted Share Plans, shares are offered at \(25 \%\) of the fair market value at the date of grant. The plans require that all shares be held in an escrow account for a period of three years in the case of an employee, or until the participant's service as a director ceases in the case of a director. In the event of an employee's termination during the escrow period, the shares must be sold back to the Company at the employee's cost.

Shares aggregating 2,500 and 1,000 were granted and issued during the fiscal years 1997 and 1996, respectively, under the director's Plan. Shares remaining for future grants under the director's plan amounted to 34,000 at

No Incentive or employee Restricted stock options were granted in fiscal year 1997 as the plans have expired. Those options, which would have been granted in fiscal year 1997, along with the fiscal year 1998 Incentive and employee Restricted stock options, will be granted in fiscal year 1998 provided the new plans are approved by the Company's shareholders.

The Company's shareholders have also adopted a Performance-Based Restricted Stock Plan. This plan authorizes the Compensation Committee of the Board of Directors to award up to an aggregate of 400,000 shares to key employees. This plan expires in fiscal year 2004. Grants of shares are based entirely on achievement of goals over a three-year performance period. Any award made under the plan will be at the sole discretion of the Compensation Committee after judging all relevant factors. At April 26, 1997, performance awards were outstanding pursuant to which up to approximately 110,000 shares may be issued in fiscal years 1998 through 2000 for the three outstanding plan years, depending on the extent to which certain specified performance objectives are met. The costs of performance awards are expensed over the performance period. In fiscal year 1997, 42,420 shares were issued.

Statement of Financial Accounting Standards (SFAS) No. 123, "Accounting for Stock-Based Compensation," encourages, but does not require, companies to record compensation for stock-based employee compensation plans at fair value. The Company has chosen to continue to account for stock-based compensation using the intrinsic value method prescribed in Accounting Principles Board (APB) Opinion No. 25, "Accounting for Stock Issued to Employees," and related interpretations. The difference between the recognition and measurement provisions of SFAS No. 123 and APB No. 25 are not significant to the Company's result of operations or net income per share.

\section*{Note 8: Retirement}

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

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

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

The Company offers voluntary 401(k) retirement plans to eligible employees within all U.S. operating divisions. Currently over \(60 \%\) of eligible employees are participating in the plans. The Company makes matching contributions based on specific formulas. For most divisions, this match is made in La-ZBoy stock.

The Company maintains a defined benefit pension plan for all eligible factory hourly employees. The actuarially determined net periodic pension cost and retirement costs are computed as follows (for the fiscal years ended):
(Amounts in thousands)
\begin{tabular}{|c|c|c|c|}
\hline & \[
\begin{gathered}
\text { April } 26, ~ \\
1997
\end{gathered}
\] & \[
\begin{gathered}
\text { April } 27, \\
1996
\end{gathered}
\] & \[
\begin{gathered}
\text { April 29, } \\
1995
\end{gathered}
\] \\
\hline Service cost & \$1,767 & \$1,802 & \$1,739 \\
\hline Interest cost & 2,270 & 2,051 & 1,861 \\
\hline Actual return on plan assets & \((5,433)\) & \((5,468)\) & \((2,737)\) \\
\hline Net amortization and deferral & 2,339 & 3,031 & 571 \\
\hline Net periodic pension cost & 943 & 1,416 & 1,434 \\
\hline Profit sharing/SERP. & 6,352 & 5,681 & 5,710 \\
\hline 401(k). & 1,625 & 1,429 & 1,388 \\
\hline Other. & 529 & 497 & 508 \\
\hline Total retirement costs. & \$9,449 & \$9,023 & \$9,040 \\
\hline
\end{tabular}

The funded status of the pension plans was as follows:
(Amounts in thousands)
\begin{tabular}{|c|c|c|}
\hline Actuarial present value of projected benefit obligation. & (\$32,011) & (\$29,035) \\
\hline Plan assets at fair value. & 41,526 & 37,503 \\
\hline Excess of plan assets over projected benefit
obligation............................................................ & 9,515 & 8,468 \\
\hline Prior year service cost not yet recognized in net periodic pension cost.... & 823 & 921 \\
\hline Unrecognized net (gain)/loss. & (904) & 1,320 \\
\hline Unrecognized initial asset & \((3,002)\) & \((3,333)\) \\
\hline Prepaid pension asset & \$6,432 & \$7,376 \\
\hline
\end{tabular}

The expected long-term rate of return on plan assets was \(8.0 \%\) for fiscal years 1997, 1996 and 1995. The discount rate used in determining the actuarial present value of accumulated benefit obligations was \(7.5 \%\) for fiscal years 1997, 1996 and 1995. Vested benefits included in the accumulated benefit obligation were \(\$ 29\) million and \(\$ 26\) million at April 26, 1997 and April 27, 1996, respectively. Plan assets are invested in a diversified portfolio that consists primarily of debt and equity securities.

The Company's pension plan funding policy is to contribute annually at least the amount necessary so that the plan assets exceed the projected benefit obligation.


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

\section*{Note 10: Income Taxes}

The primary components of the Company's deferred tax assets and liabilities as of April 26, 1997 and April 27, 1996 are as follows:
(Amounts in thousands)
\begin{tabular}{|c|c|c|}
\hline & \[
\begin{gathered}
\text { April } 26, ~ \\
1997
\end{gathered}
\] & \[
\begin{gathered}
\text { April } 27, \\
1996
\end{gathered}
\] \\
\hline \multicolumn{3}{|l|}{Current} \\
\hline \multicolumn{3}{|l|}{Deferred income tax assets/liabilities} \\
\hline Bad debt & \$7,649 & \$7,395 \\
\hline Warranty. & 4,448 & 3,941 \\
\hline Workers' compensation. & 1,594 & 1,464 \\
\hline SERP. & 1,680 & 1,452 \\
\hline State income tax. & 1,161 & 987 \\
\hline Inventory. & 1,026 & 900 \\
\hline Performance based restricted stock plan & 693 & 717 \\
\hline Other & 2,837 & 2,603 \\
\hline Valuation allowance. & (148) & (188) \\
\hline Total current deferred tax assets. & 20,950 & 19,271 \\
\hline \multicolumn{3}{|l|}{Noncurrent} \\
\hline Deferred income tax assets/liabilities & & \\
\hline Property, plant and equipment. & \((3,717)\) & \((3,627)\) \\
\hline Pension... & \((2,783)\) & \((3,055)\) \\
\hline Net operating losses & 1,533 & 1,458 \\
\hline Other.. & 207 & 212 \\
\hline
\end{tabular}

\title{
Total noncurrent deferred tax liabilities
}
\((6,329)\)
Net deferred tax asset

The differences between the provision for income taxes and income taxes computed using the U.S. federal statutory rate were as follows (for the fiscal years ended):
(\% of pretax income)
\begin{tabular}{|c|c|c|c|}
\hline & \[
\begin{gathered}
\text { April } 26, \\
1997
\end{gathered}
\] & \[
\begin{gathered}
\text { April } 27, \\
1996
\end{gathered}
\] & \[
\begin{gathered}
\text { April 29, } \\
1995
\end{gathered}
\] \\
\hline Statutory tax rate & 35.0\% & 35.0\% & 35.0\% \\
\hline \multicolumn{4}{|l|}{Increase (reduction) in taxes resulting in:} \\
\hline State income taxes net of federal benefit. & 3.5 & 4.3 & 4.4 \\
\hline Tax credits. & (0.4) & (1.1) & (0.5) \\
\hline Acquisition amortization & 0.9 & 1.5 & 0.7 \\
\hline Unrecognized loss carryforwards & 0.1 & 0.9 & 1.6 \\
\hline Miscellaneous items.. & (0.4) & 0.1 & 0.3 \\
\hline Effective tax rate & ----- & ---- 40.7 & ----- \\
\hline
\end{tabular}

\section*{Note 11: Contingencies}

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

The former England/Corsair shareholders were given the opportunity to receive additional Company common stock based on England/Corsair's actual profit performance in each of the two years following acquisition. Approximately \(\$ 2\) million of common stock will be issued in the first quarter of fiscal year 1998 relating to the fiscal year 1997 performance. Goodwill will be increased by the value of the common stock issued.

The Company has been identified as a Potentially Responsible Party (PRP) at three environmental clean-up sites. The Seaboard Chemical Company site is a Resource Conservation and Recovery Act (RCRA) site, managed under the direction of the State of North Carolina. Four of the Company's manufacturing facilities were individually named as PRP's (the total number of PRP's named at this site is over 1,750). A "De Micromis" settlement with the State for any future obligations at this site was made available to those PRP's who were responsible for sending extremely small volumes of material to the site. The settlement was available for, and accepted by, three out of the four Company facilities. Given its small volume of material sent to this site (approximately \(0.06 \%\) of the total volume), management anticipates that the remaining facility will be eligible for a "De Minimus" level settlement in the future.

The Organic Chemicals Inc. site is a Superfund site, managed under the direction of the U.S. Environmental Protection Agency (EPA). One of the Company's manufacturing facilities was named as a PRP (a total of 182 PRP's have been named). This facility is considered a "De Minimus" party, having only contributed \(0.02 \%\) of the total volume of materials at the site. A De Minimus settlement offer, that would resolve all such parties form their future obligations at this site, is currently under review by the EPA.

The Caldwell Systems site is a voluntary RCRA closure, with its activities being coordinated by the EPA. Three of the Company's manufacturing facilities have been identified as having sent materials to this site (a total of 938 parties have been identified).

Two of these facilities (with a combined contribution of just over 1\% of the total site volume) participate on the Steering Committee responsible for negotiating closure activities. The third facility, (with a contribution of less than \(0.05 \%\) of the total site volume) is considered a "De Minimus" party.

Based on a review of all currently known facts, management does not anticipate that future expenditures in this area will have a material adverse effect. At April 26, 1997, a total of \(\$ 200,000\) has been accrued with respect to these three sites.

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

Background:
\begin{tabular}{|c|c|c|c|}
\hline Sales by type & 1997 & 1996 & 1995 \\
\hline & & & \\
\hline \multicolumn{4}{|l|}{Residential (home)} \\
\hline Upholstery & 78\% & 78\% & 76\% \\
\hline \multirow[t]{3}{*}{Wood \& other} & 16 & 16 & 18 \\
\hline & -- & -- & -- \\
\hline & 94 & 94 & 94 \\
\hline \multirow[t]{4}{*}{Contract (office)} & 6 & 6 & 6 \\
\hline & --- & --- & \\
\hline & 100\% & 100\% & 100\% \\
\hline & ==== & === & ==== \\
\hline Sales by country & 1997 & 1996 & 1995 \\
\hline United States & 94\% & 94\% & 94\% \\
\hline \multirow[t]{3}{*}{Canada and other} & 6 & 6 & 6 \\
\hline & --- & --- & --- \\
\hline & ==== & ==== & ==== \\
\hline
\end{tabular}

La-Z-Boy is organized into six operating divisions. U.S. Residential
(70 years in business) accounts for the majority of the upholstery category and approximately two-thirds of consolidated sales.
U.S. Residential division sales by dealer type

Galleries/proprietary
General dealers
Dept. stores/chains
\begin{tabular}{|c|c|c|}
\hline 1997 & 1996 & 1995 \\
\hline 51\% & 47\% & 46\% \\
\hline 36 & 40 & 39 \\
\hline 13 & 13 & 15 \\
\hline --- & --- & --- \\
\hline 100\% & 100\% & 100\% \\
\hline
\end{tabular}

Kincaid (51 years) is part of the wood category. England/Corsair (33 years), acquired in April 1995 and not included in the 1995 column of the tables above, is part of the upholstery category. La-Z-Boy Contract Furniture Group ( 25 years) is all of the Contract line. Hammary ( 53 years) is primarily in the wood category. La-Z-Boy Canada (68 years) is part of the upholstery category.

La-Z-Boy is the third largest furniture maker in the US, the largest reclining-chair manufacturer in the world and America's largest manufacturer of upholstered furniture.

Analysis of Operations
Year Ended April 26, 1997
(1997 compared with 1996)
La-Z-Boy's sales increased 6\% in fiscal 1997 over 1996 and exceeded \(\$ 1\) billion for the first time. This growth rate is believed to be slightly better than the industry growth. The sales growth was spread among all the Company's divisions with wood and contract sales somewhat above the average. The Ducks Unlimited Collection, introduced in April 1996, contributed significantly to the wood division sales increases. Selling price increases were small.

The gross margin (gross profit dollars as a percent of sales) improved to \(26.0 \%\) in 1997 from \(25.5 \%\) in 1996. The increase in sales volume, along with the effect of cost cutting initiatives, contributed to the margin improvement. The effect of these favorable items was only partially offset by increased material and labor costs and the mix change toward products with lower than average gross margins.

In 1997, the number of plants producing wood frame parts was reduced in an effort to improve quality and reduce costs. The reductions had little financial impact on 1997 as the timing was spread over the year and some conversion costs were incurred offsetting some of the lower production costs. Benefits are expected in 1998.

In April 1997, the Company announced plans to close the Contract plants in Grand Rapids, Michigan and to begin producing these products at an existing plant in Lincolnton, North Carolina. The move is planned for the first quarter of 1998. Two of the plants have been sold and the third will be sold.

S, G \& A expense increased to \(18.6 \%\) of sales in 1997 from \(18.4 \%\) of sales in 1996 primarily due to increased costs for employee bonuses and incentives.

Interest expense declined \(18 \%\) primarily due to lower debt and capital lease obligations.

Income tax expense as a percent of pretax income declined to \(38.7 \%\) in 1997 from \(40.7 \%\) in 1996. The Canadian division's results were favorable compared to the prior year, reducing the unfavorable impact on the effective tax rate. Also, the benefits of some efforts to reduce tax expense were recognized during the year.

During 1997, La-Z-Boy acquired approximately \(75 \%\) of the ordinary share capital of Centurion Furniture plc, a furniture manufacturer located in England. The remainder of the ordinary share capital is expected to be acquired in the first quarter of 1998. Sales for their year ended March 1997 were \(\$ 12\) million.

Analysis of Operations
Year Ended April 27, 1996
(1996 compared with 1995)
Sales increased 11\% in fiscal 1996 over 1995. The increase was due to the inclusion of England/Corsair (E/C) in 1996. On a comparable basis, sales declined \(1 \%\) from 1995 in a year that the industry experienced softness in the residential furniture market. Sales of contract furniture increased while residential upholstery approximated the prior year and residential wood and other declined. Selling price increases were generally in the \(1-2 \%\) range.

The gross margin of \(25.5 \%\) declined from \(26.0 \%\) in 1995 . The decline was largely due to the inclusion of E/C which has historically had a lower gross margin than La-Z-Boy. The gross margin was favorably affected by lower health-care and frame stock lumber costs. However, higher fabric and poly costs, along with lower margins in the residential wood and other divisions due to lower volume, offset these savings.

S, G \& A expense of \(18.4 \%\) of sales in 1996 was down from \(18.6 \%\) in 1995 . The decline was largely due to the inclusion of E/C which has historically had lower S, G \& A expense than La-Z-Boy.

Margins for the La-Z-Boy Contract Furniture Group improved in 1996 as planned and the division came close to breaking even. Attention was directed toward reducing manufacturing costs and \(S, G \& A\) expense.

Interest expense increased in 1996 due to debt issued to acquire England/Corsair. In addition, debt and capital lease obligations were assumed when England/Corsair was acquired. Most of the assumed debt was retired during the year.

\section*{Liquidity and Financial Condition:}

Effective April 29, 1995, La-Z-Boy acquired England/Corsair, Inc. (E/C), a manufacturer of upholstered furniture. Payment was in the form of \(\$ 18.0\) millionLa-Z-Boy common stock, \(\$ 10.0\) million notes and \(\$ 2.6\) million cash. E/C debt and capital lease obligations of \(\$ 14.4\) million were assumed by La-Z-Boy. As of April 26, 1997, these assumed obligations had been reduced to \(\$ 4.5\) million.

Below is a summary of the cash flow statement. Free cash flow represents the cash remaining from operations after reinvesting in business opportunities. This cash flow allows the Company to pay dividends and repurchase stock generally without incurring additional debt.
\begin{tabular}{|c|c|c|c|}
\hline (Amounts in thousands) Year ended & \[
\begin{gathered}
\text { April } 26, ~ \\
1997
\end{gathered}
\] & \[
\begin{gathered}
\text { April } 27, ~ \\
1996
\end{gathered}
\] & \[
\begin{aligned}
& \text { April 29, } \\
& 1995
\end{aligned}
\] \\
\hline \multicolumn{4}{|l|}{Cash flows provided by (used for):} \\
\hline Net income & \$45,297 & \$39,253 & \$36,302 \\
\hline Other operating activities & 14,865 & 12,763 & 4,006 \\
\hline Investing activities & \((24,847)\) & \((18,334)\) & \((20,278)\) \\
\hline
\end{tabular}
\begin{tabular}{|c|c|c|c|}
\hline Free cash flow & 34,315 & 33,682 & 20,030 \\
\hline Cash flows provided by (used & & & \\
\hline Financing activities & \((36,866)\) & \((33,655)\) & \((18,953)\) \\
\hline Exchange & (127) & (15) & 45 \\
\hline Increase (decrease) in cash & (\$1,678) & \$12 & \$1,122 \\
\hline
\end{tabular}

Cash flows from operations amounted to \(\$ 60\) million in 1997, \(\$ 52\) million in 1996 and \(\$ 40\) million in 1995 and have been adequate for day-to-day expenditures, dividends to shareholders and capital expenditures.

Capital expenditures were \(\$ 17.8\) million in 1997, \(\$ 18.2\) million in 1996 and \(\$ 19.0\) million in 1995. Capacity utilization was approximately \(60 \%\) at the end of 1997 .

In 1995, La-Z-Boy obtained \(\$ 7.5\) million through the sale of industrial revenue bonds. The proceeds were used to construct a new plant in Siloam Springs, Arkansas. Retirements of debt totaled between \(\$ 5\) million and \(\$ 13\) million for each of the last three years.

The Company had unused lines of credit and commitments of \(\$ 63\) million under several credit arrangements as of April 26, 1997. The primary credit arrangement is a \(\$ 50\) million unsecured revolving credit line through August 2001, requiring interest only payments through August 2001 and a payment of principal in August 2001. The credit agreement includes covenants that, among other things, require the Company to maintain certain financial statement ratios. The Company has complied with all of the requirements.

The La-Z-Boy Board of Directors has authorized the repurchase of Company stock. Shares acquired in 1997, 1996 and 1995 totaled 694,000, 372,000 and 529,000, respectively. As of April 26, 1997, 474,000 shares were available for repurchase. In May 1997, the Board of Directors authorized the repurchase of an additional one million shares. The Company plans to be in the market for its shares as changes in its stock price and other financial opportunities arise.

The financial strength of the Company is reflected in two commonly used ratios, the current ratio (current assets divided by current liabilities) and the debt-to-capital ratio (total debt divided by shareholders' equity plus total debt). The current ratio at the end of both 1997 and 1996 was 3.5:1. The debt to capital ratio was \(14.6 \%\) at the end of 1997 and \(16.7 \%\) at the end of 1996.

Continuing compliance with existing federal, state and local provisions dealing with protection of the environment is not expected to have a material effect upon the Company's capital expenditures, earnings, competitive position or liquidity. The Company will continue its program of conducting voluntary compliance audits at its facilities. The Company has also taken steps to assure compliance with the provisions of Titles III and V of the 1990 Clean Air Act Amendments.

The Company has accrued for certain environmental remediation activities relating to past operations, including those under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA, often referred to as Superfund) and the Resource Conservation and Recovery Act (RCRA). The Company is participating in the closure of three such sites. There will be future expenditures in this area, but based on a review of all currently known facts, management does not anticipate that they will have a material adverse effect. For further discussion of environmental matters, refer to Note 11: Contingencies, in the Notes to Consolidated Financial Statements.

Outlook:
Statements in the Outlook section are forward looking and based on current expectations. Actual results may differ materially.

One of La-Z-Boy's financial goals is for sales to grow faster than the furniture industry with a benchmark of \(10 \%\) per year. For 1997, La-Z-Boy sales increased \(6 \%\) from 1996 which the Company believes was slightly better than the industry average. Some furniture industry forecasts for calendar year 1997 over 1996 are in the \(4-6 \%\) range. While a \(10 \%\) sales increase is not anticipated in 1998, sales are expected to be slightly above the industry average.
growth greater than industry averages are focused outside the recliner market segment, e.g., stationary upholstery (single and multi-seat), reclining sofas and modulars, wood occasional and wall units and wood bedroom and dining room.

The number of dealer owned and operated proprietary stores is expected to continue increasing. These stores are a major contributor to La-Z-Boy's ability to achieve its sales goal.

At the end of April 1997, the backlog of orders was somewhat below the prior year level. The decline was mostly due to efforts to fill orders quicker than in the past allowing customers to order product closer to the expected delivery date. The rate of incoming orders in recent weeks has been above the rate for the similar period last year. The backlog is not expected to change significantly in 1998 and first quarter sales are expected to exceed the prior year.

A second financial goal is for earnings (operating profit and net income) to grow equal to or greater than the sales growth. For 1997, the operating profit margin increased to \(7.4 \%\) of sales from \(7.1 \%\) in 1996. In 1998, the operating margin is expected to improve again. The gross margin as a percent of sales is expected to increase somewhat due to efficiencies of higher production. Selling price increases are expected to be small while material costs are not expected to increase. Increased S, G \& A expense as a percent of sales, largely due to increased information technology related expenses, is expected to offset part of the margin change. For 1997, net income as a percent of sales improved to \(4.5 \%\) of sales from \(4.1 \%\) in 1996 and is expected to also improve slightly in 1998 primarily due to the expected increase in operating profit.

A third goal is to continue improving the quality of earnings by concentrating on margins and return on capital (operating profit, interest income and other income as a percent of beginning of year capital) with a benchmark of \(20 \%\). For 1997, return on capital was \(19.0 \%\) compared to the 1996 return of \(17.6 \%\).

Further, La-Z-Boy expects to enhance shareholder value by dividend improvement and using our stock repurchase plan.

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

Capital expenditures are forecast to be approximately \(\$ 25\) to \(\$ 30\) million in 1998 compared to \(\$ 18\) million in 1997. Major items in the 1998 plan include: network and production tracking systems along with woodworking, fabric cutting and metal stamping equipment.

In February 1997, the Financial Accounting Standards Board issued Statement of Financial Accounting Standards No. 128, "Earnings Per Share," which specifies the computation, presentation and disclosure requirements for earnings per share. The statement is effective for periods ending after December 15, 1997. The Company does not expect adoption of this standard will have a material impact on its financial statements.

The Company's future results of operations and other forward looking statements contained in this Outlook involve a number of risks and uncertainties. These statements are based on assumptions relating to business conditions, the general economy, competitive factors and other similar assumptions. Variations in these assumptions could cause actual results to differ materially. In particular, the Company's sales and profits can be impacted materially in any one quarter by changes in interest rates and consumer confidence in the economy.

Consolidated Six-Year Summary of Selected Financial Data
(Dollar amounts in thousands, except per share data)
\begin{tabular}{|c|c|c|c|c|c|c|}
\hline Year Ended in April & \[
\begin{gathered}
1997 \\
\text { (52 wks) }
\end{gathered}
\] & \[
\begin{gathered}
1996 \\
\text { (52 wks) }
\end{gathered}
\] & \[
\begin{gathered}
1995 \\
\text { (52 wks) }
\end{gathered}
\] & \[
\begin{gathered}
1994 \\
\text { (53 wks) }
\end{gathered}
\] & \[
\begin{gathered}
1993 \\
(52 \mathrm{wks})
\end{gathered}
\] & \[
\begin{gathered}
1992 \\
(52 \mathrm{wks})
\end{gathered}
\] \\
\hline Sales........... \$1, & 005,825 & \$947, 263 & \$850, 271 & \$804,898 & \$684, 122 & \$619,471 \\
\hline Cost of sales & 744,662 & 705,379 & 629,222 & 593,890 & 506,435 & 453,055 \\
\hline Gross profit. & 261,163 & 241, 884 & 221, 049 & 211, 008 & 177,687 & 166,416 \\
\hline Sell, gen \& admin & 187,230 & 174,376 & 158,551 & 151,756 & 131,894 & 123,927 \\
\hline
\end{tabular}
\begin{tabular}{|c|c|c|c|c|c|c|}
\hline Oper profit & 73,933 & 67,508 & 62,498 & 59,252 & 45,793 & 42,489 \\
\hline Interest expense. & 4,376 & 5,306 & 3,334 & 2,822 & 3,260 & 5,305 \\
\hline Interest income.. & 1,770 & 1,975 & 1,628 & 1,076 & 1,474 & 1,093 \\
\hline Other income & 2,508 & 2,023 & 1,229 & 649 & 1,292 & 1,628 \\
\hline Pretax income.. & 73,835 & 66,200 & 62,021 & 58,155 & 45,299 & 39,905 \\
\hline Income tax expense & 28,538 & 26,947 & 25,719 & 23,438 & 18,015 & 14,805 \\
\hline Net income & \$45,297 & 39,253 & \$36,302 & \$34,717** & \$27,284 & \$25,100 \\
\hline \multicolumn{7}{|l|}{Weighted avg shares} \\
\hline \multicolumn{7}{|l|}{Per com shr outstg} \\
\hline Net income. & \$2.50 & \$2.12 & \$2.01 & \$1.90** & \$1.50 & \$1.39 \\
\hline Cash div paid. & \$0.78 & \$0.74 & \$0.68 & \$0.64 & \$0.60 & \$0.58 \\
\hline BV on YE shr outst & \$20.07 & \$18.68 & \$17.44 & \$15.91 & \$14.48 & \$13.58 \\
\hline Rtn avg shrhdr eqt & 12.9\% & 11.8\% & 12.2\%* & 12.5\%** & 10.7\% & 10.6\% \\
\hline Gr prft \% of sales & 26.0\% & 25.5\% & 26.0\% & 26. \(2 \%\) & 26.0\% & 26.9\% \\
\hline Op prft \% of sales & 7.4\% & 7.1\% & 7.4\% & 7.4\% & 6.7\% & 6.9\% \\
\hline \multicolumn{7}{|l|}{Op prft, int inc \&} \\
\hline BOY capital. & 19.2\% & 17.6\% & 18.9\% & 19.1\% & 15.8\% & 15.1\% \\
\hline Net inc \% of sales & . \(4.5 \%\) & 4.1\% & 4.3\% & 4.3\%** & 4.0\% & 4.1\% \\
\hline \multicolumn{7}{|l|}{Income tax expense} \\
\hline Deprec \& amortiz. & \$20,382 & \$20,147 & \$15,156 & \$14, 014 & \$14, 061 & \$14, 840 \\
\hline Capital expendtrs. & \$17,778 & \$18,168 & \$18,980 & \$17,485 & \$12,248 & \$12,187 \\
\hline Prty, plt, eqpt, net. & . \$114,658 & \$116,199 & \$117,175 & \$94,277 & \$90,407 & \$93,440 \\
\hline Working capital.. & . \$245,106 & \$240, 583 & \$237, 280 & \$224, 122 & \$202,398 & \$184, 431 \\
\hline Current ratio.... & . 3.5 to 1 & 3.5 to 1 & 3.7 to 1 & 4.1 to 1 & 3.8 to 1 & 3.7 to 1 \\
\hline Total assets. & . \$528,407 & \$517, 546 & \$503, 818 & \$430, 253 & \$401, 064 & \$376,722 \\
\hline Debt \& Cap. leases & \$61,279 & \$69,033 & \$83, 201 & \$55,370 & \$55,912 & \$60,726 \\
\hline Shareholders' eqty & . \$359,338 & \$343, 376 & \$323, 640 & \$290,911 & \$263, 386 & \$246,359 \\
\hline Ending capital.. & \$420,617 & \$412,409 & \$406, 841 & \$346,281 & \$319, 298 & \$307, 085 \\
\hline Ratio debt to eqty & . 17.1\% & 20.1\% & 25.7\% & 19.0\% & 21.2\% & 24.6\% \\
\hline Ratio debt to capl & 14.6\% & 16.7\% & 20.5\% & 16.0\% & 17.5\% & 19.8\% \\
\hline Shareholders & 12,729 & 12,293 & 12,665 & 12,615 & 9,032 & 8,081 \\
\hline Employees. & 11,236 & 10,733 & 11,149 & 9,370 & 8,724 & 8,153 \\
\hline
\end{tabular}
* April 1995 shareholders' equity used in this calculation excludes \$18,004 relating to stock issued on the last day of the fiscal year for the acquisition of an operating division.
** Excludes the income effect of adopting SFAS 109 in May 1993 of \(\$ 3,352\) or \$0.18 per share.

Dividend and Market Information
\begin{tabular}{|c|c|c|c|c|}
\hline \multirow[t]{2}{*}{\[
\begin{aligned}
& 1997 \\
& \text { Quarter }
\end{aligned}
\]} & \multirow[t]{2}{*}{Divi dends} & \multicolumn{3}{|c|}{Market Price} \\
\hline & & & & \\
\hline Ended & Paid & High & Low & Close \\
\hline July 27 & \$0.19 & \$32 5/8 & \$28 1/4 & \$29 1/8 \\
\hline Oct. 26 & 0.19 & 31 3/8 & 28 1/4 & 30 3/8 \\
\hline Jan. 25 & 0.19 & 31 3/8 & 29 1/4 & 31 3/8 \\
\hline Apr. 26 & 0.21 & 36 7/8 & 30 3/4 & 32 1/4 \\
\hline & \$0.78 & & & \\
\hline
\end{tabular}

\begin{tabular}{|c|c|c|c|c|c|c|c|c|c|}
\hline \multicolumn{2}{|r|}{\multirow[b]{2}{*}{Dividends}} & \multirow[b]{3}{*}{\begin{tabular}{l}
Dividend \\
Yield
\end{tabular}} & \multirow[t]{3}{*}{\begin{tabular}{l}
Dividend \\
Payout Ratio
\end{tabular}} & \multicolumn{3}{|c|}{Market Price} & \multirow[t]{3}{*}{\begin{tabular}{l}
Net \\
Income per share
\end{tabular}} & \multicolumn{2}{|l|}{P/E Ratio} \\
\hline & & & & & & & &  & \\
\hline Year & Paid & & & High & Low & Close & & High & Low \\
\hline 1997 & \$0.78 & 2.4\% & 31.2\% & \$36 7/8 & \$28 1/4 & \$32 1/4 & \$2.50 & 15 & 11 \\
\hline 1996 & 0.74 & 2.5\% & 34.9\% & 33 3/4 & 25 5/8 & 30 1/8 & 2.12 & 16 & 12 \\
\hline 1995 & 0.68 & 2.5\% & 33.8\% & 33 3/4 & 25 3/8 & 27 & 2.01 & 17 & 13 \\
\hline 1994 & 0.64 & 1.9\% & 33.7\%* & 40 & 25 1/2 & 33 1/2 & 1.90* & 21* & 13* \\
\hline 1993 & 0.60 & 2.1\% & 40.0\% & 29 3/4 & 18 & 28 & 1.50 & 20 & 12 \\
\hline 1992 & 0.58 & 2.5\% & 41.7\% & 28 3/4 & 19 1/2 & 23 1/2 & 1.39 & 21 & 14 \\
\hline
\end{tabular}

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

Unaudited Quarterly Financial Information
(Amounts in thousands, except per share data)
\begin{tabular}{|c|c|c|c|c|c|}
\hline Quarter Ended & July 27 & October 26 & January 25 & April 26 & Year 1997 \\
\hline Sales & \$202, 227 & \$271, 554 & \$244, 581 & \$287,463 & \$1, 005, 825 \\
\hline Cost of sales & 154, 917 & 197, 017 & 180,979 & 211,749 & 744,662 \\
\hline Gross profit.. & 47,310 & 74,537 & 63,602 & 75,714 & 261, 163 \\
\hline Selling, general \& admin........ & 39,354 & 49,006 & 47,765 & 51,105 & 187,230 \\
\hline Opertg profit.. & 7,956 & 25,531 & 15,837 & 24,609 & 73,933 \\
\hline Interest expense. & 1,107 & 1, 097 & 1,096 & 1, 076 & 4,376 \\
\hline Interest income. & 463 & 367 & 430 & 510 & 1,770 \\
\hline Other Income. & 785 & 521 & 639 & 563 & 2,508 \\
\hline Pretax income.. & 8,097 & 25,322 & 15,810 & 24,606 & 73,835 \\
\hline Income tax exp... & 3,499 & 10,070 & 6,009 & 8,960 & 28,538 \\
\hline Net income. & \$4,598 & \$15, 252 & \$9,801 & 15,646 & 45,297 \\
\hline Net income per share.. & \$0.25 & \$0.84 & \$0.54 & \$0.87 & \$2.50 \\
\hline
\end{tabular}
\begin{tabular}{|c|c|c|c|c|c|}
\hline Quarter Ended & July 29 & October 28 & January 27 & April 27 & Year 1996 \\
\hline Sales & \$195,757 & \$258, 320 & \$226, 354 & \$266, 832 & \$947, 263 \\
\hline Cost of sales & 151,378 & 188,644 & 170,602 & 194,755 & 705,379 \\
\hline Gross profit... & 44,379 & 69,676 & 55,752 & 72,077 & 241, 884 \\
\hline Selling, general \& admin........ & 37,937 & 45,905 & 41,783 & 48,751 & 174,376 \\
\hline Opertg profit.. & 6,442 & 23,771 & 13,969 & 23,326 & 67,508 \\
\hline Interest expense. & 1,464 & 1,437 & 1,217 & 1,188 & 5,306 \\
\hline Interest income.. & 456 & 484 & 390 & 645 & 1,975 \\
\hline Other Income. & 375 & 476 & 736 & 736 & 2,023 \\
\hline Pretax income.. & 5,809 & 23,294 & 13,578 & 23,519 & 66,200 \\
\hline Income tax exp... & 2,634 & 9,038 & 5,794 & 9,481 & 26,947 \\
\hline Net income... & \$3,175 & \$14, 256 & \$7,784 & 14, 038 & 39, 253 \\
\hline Net income per share.. & \$0.17 & \$0.77 & \$0.42 & \$0.76 & \$2.12 \\
\hline
\end{tabular}```

