



LOWE'S

2022 Analyst & Investor Conference

DECEMBER 7, 2022

Forward-looking statements

This presentation includes “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Statements including words such as “believe”, “expect”, “anticipate”, “plan”, “desire”, “project”, “estimate”, “intend”, “will”, “should”, “could”, “would”, “may”, “strategy”, “potential”, “opportunity”, “outlook”, “scenario”, “guidance”, and similar expressions are forward-looking statements. Forward-looking statements involve, among other things, expectations, projections, and assumptions about future financial and operating results, objectives, business outlook, priorities, sales growth, shareholder value, capital expenditures, cash flows, the housing market, the home improvement industry, demand for products and services, share repurchases, Lowe’s strategic initiatives, including those relating to acquisitions and dispositions and the impact of such transactions on our strategic and operational plans and financial results. Such statements involve risks and uncertainties, and we can give no assurance that they will prove to be correct. Actual results may differ materially from those expressed or implied in such statements.

A wide variety of potential risks, uncertainties, and other factors could materially affect our ability to achieve the results either expressed or implied by these forward-looking statements including, but not limited to, changes in general economic conditions, such as volatility and/or lack of liquidity from time to time in U.S. and world financial markets and the consequent reduced availability and/or higher cost of borrowing to Lowe’s and its customers, the risk that asset impairment and deal-related transaction costs on the divestiture of the Canadian retail business could ultimately be greater than what we currently expect, slower rates of growth in real disposable personal income that could affect the rate of growth in consumer spending, inflation and its impacts on discretionary spending and on our costs, shortages, and other disruptions in the labor supply, interest rate and currency fluctuations, home price appreciation or decreasing housing turnover, the availability of consumer credit and of mortgage financing, trade policy changes or additional tariffs, outbreaks of pandemics, fluctuations in fuel and energy costs, inflation or deflation of commodity prices, natural disasters, armed conflicts, acts of both domestic and international terrorism, and other factors that can negatively affect our customers.

Investors and others should carefully consider the foregoing factors and other uncertainties, risks and potential events including, but not limited to, those described in “Item 1A - Risk Factors” in our most recent Annual Report on Form 10-K and as may be updated from time to time in Item 1A in our quarterly reports on Form 10-Q or other subsequent filings with the SEC. All such forward-looking statements speak only as of the date they are made, and we do not undertake any obligation to update these statements other than as required by law.



Merchandising

BILL BOLTZ, EXECUTIVE VICE PRESIDENT, MERCHANDISING



What our stores **used** to look like

Ineffective
reset process



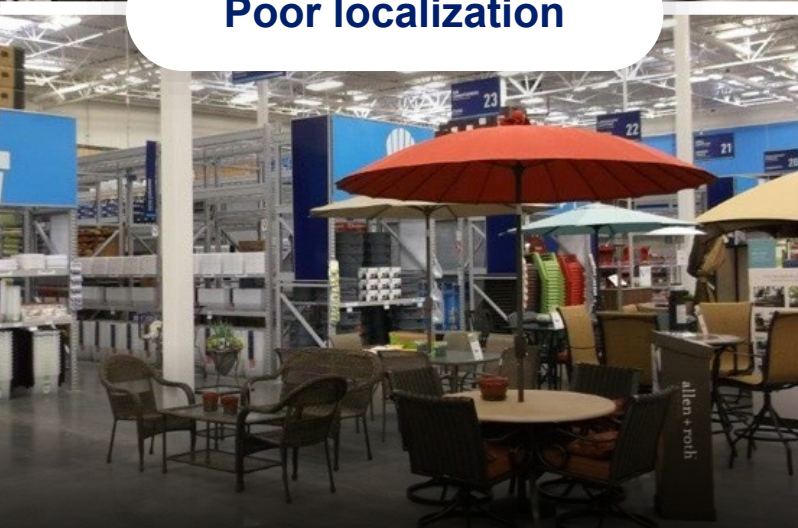
Inventory management/
out of stock issues



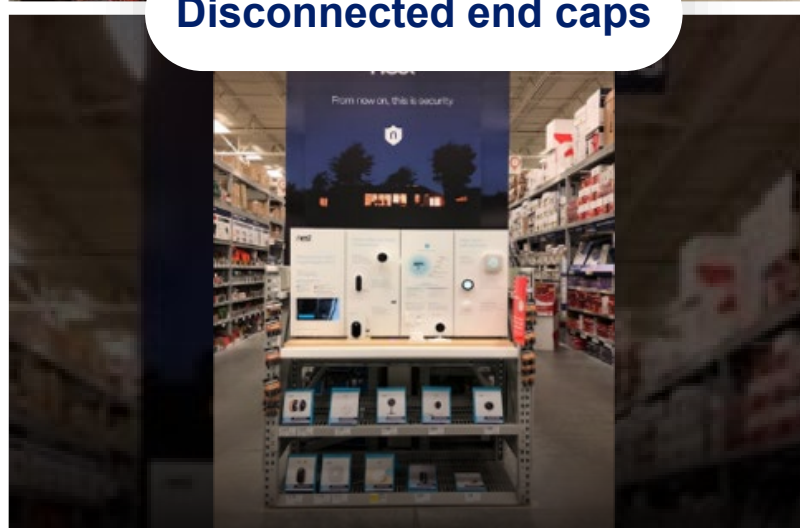
Pro product gaps



Poor localization



Disconnected end caps



Poor space utilization



LOWE'S

What our stores look like today

Sales per Square Foot

\$130 or **39%** increase

2018-22

Based on full year 2022 outlook.

Efficient reset process



Consistent job lot quantities



Intuitive adjacencies



Localized assortments



Expanded seasonal area



Space productivity



Commitment to the DIY customer

EXPANDED SEASONAL LAYDOWN AREA



MORE IMMERSIVE & INVITING EXPERIENCE



Total Home Strategy

MARKET SHARE ACCELERATION



Drive **Pro**
penetration



Accelerate
online business



Expand
**installation
services**



Drive
localization



Elevate
assortment

Providing a **full complement of products and services** for Pros and consumers alike, enabling a Total Home solution for every need in the home



Powerful Pro brand lineup

ADDED CRITICAL PRO BRANDS AND PRODUCTS FOR A COMPETITIVE OFFERING



Balanced brand strategy

A CATEGORY-SPECIFIC BLEND OF WELL-KNOWN NATIONAL BRANDS AND HIGH-VALUE PRIVATE BRANDS



National brands

with longstanding, loyal Pro and DIY customers



Origin21™

Private brands

that drive value and differentiation



Unfocused approach to private brands

PREVIOUSLY, TOO MANY BRANDS WITHOUT A WELL-DEFINED VALUE PROPOSITION

allen + roth.

AquaSource



GATE♦HOUSE™



IDYLIS®



Master Forge



Ⓟ PORTFOLIO.



SEVERE
WEATHER®



Style®
SELECTIONS

TASK FORCE®



Driving private brand penetration

FOCUSED EFFORTS IN STRATEGICALLY TARGETED CATEGORIES

allen + roth.



Holiday
LIVING



Origin21™



SEVERE
WEATHER®



STAINMASTER®

Style®
SELECTIONS



STAINMASTER[®] extension

BUILDING ON TRUSTED BRAND PLATFORM WITH NEW CATEGORIES BEYOND CARPET



LAMINATE
Scratch resistant



SHEET VINYL
Waterproof



TILE
Stain resistant



LUXURY VINYL
DIY click install



RUGS
Washable

Growing share in Paint

BUILDING BRAND LOYALTY ACROSS PRO AND DIY CUSTOMERS



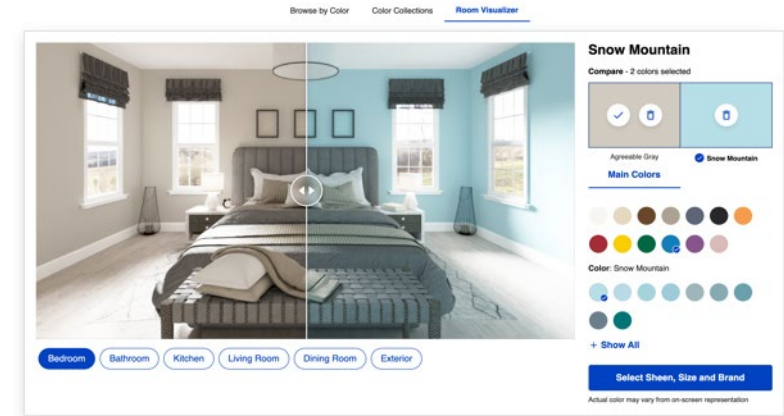
STAINMASTER® Paint

New paint products,
including STAINMASTER® Paint



New Color Wall

Redesigning department,
including new “Color Walls”



Paint Visualizer

Omnichannel capabilities,
including Pro jobsite delivery, BOPIS
tinted paint and visualizers



Driving traffic through product innovation

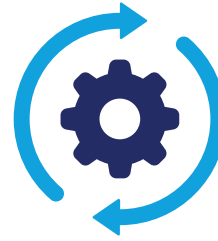
WORKING WITH SUPPLIERS TO INFUSE INNOVATION ACROSS CATEGORIES



Easy-to-install



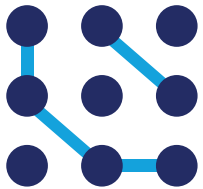
Durability



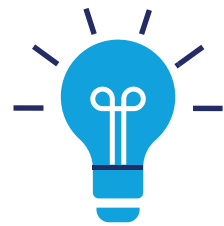
Versatility



Light weight



Smart technology



Energy efficiency



Sustainability

Helping customers live more sustainably



Sustainable Products



Customer Engagement



Rebate & tax credit opportunities



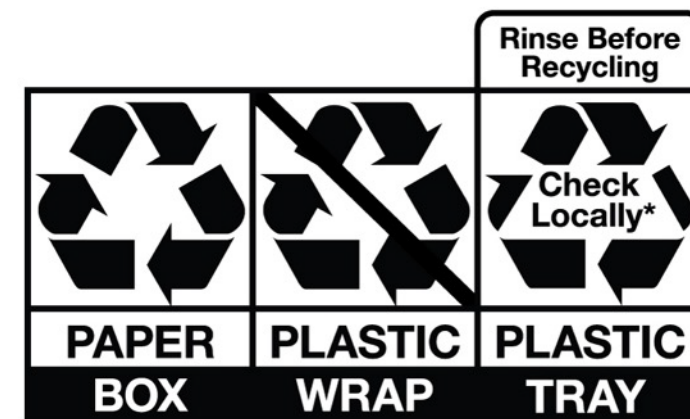
How to videos



Buying guides



Packaging Improvements



*Not recycled in all communities



Merchandising PPI



Product cost management

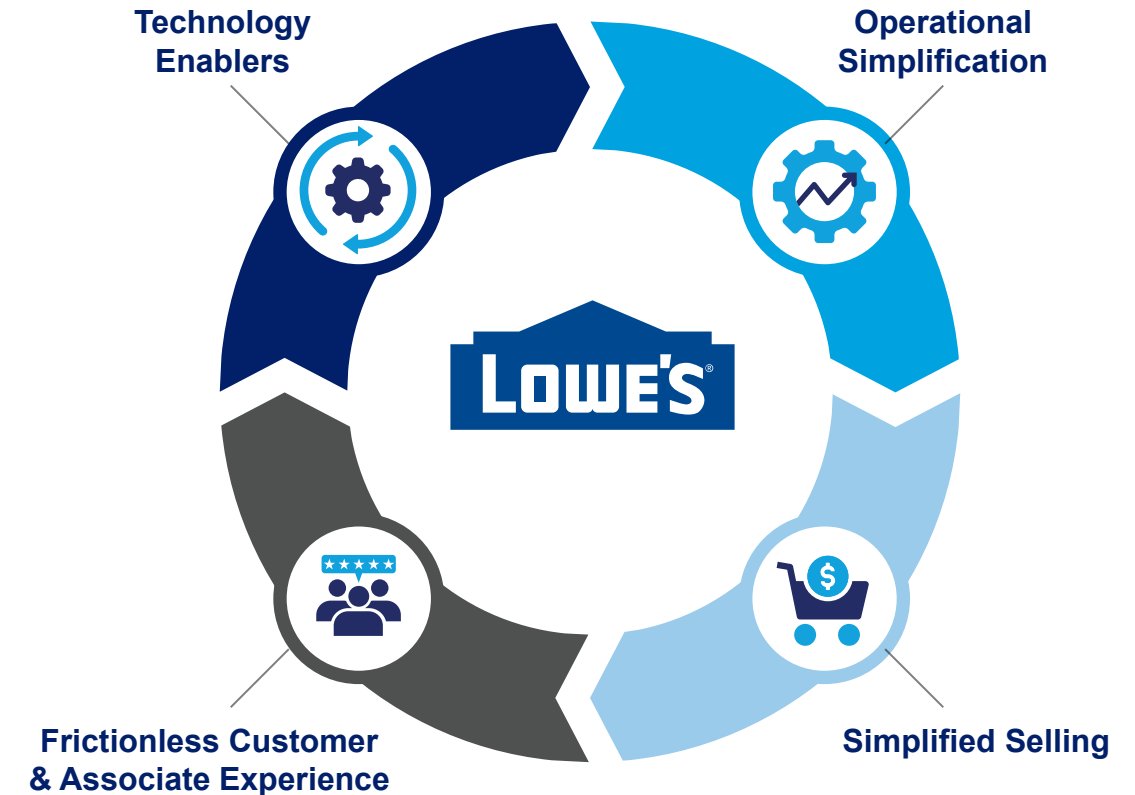


Inventory productivity



Pricing and promotional strategies

PERPETUAL PRODUCTIVITY IMPROVEMENT (PPI)



Everyday competitive pricing

EVERYDAY VALUE FOR OUR CUSTOMERS ACROSS THE PRICING SPECTRUM

Event offers



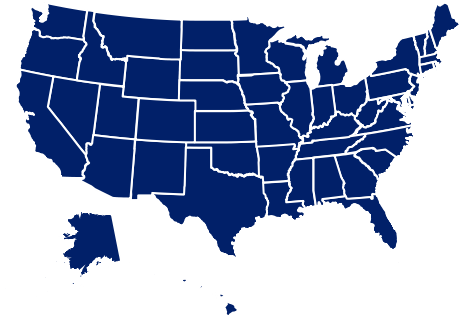
Pro pricing



Bundled pricing



Localized pricing



Electronic pricing in Appliances & Lumber



Total Home Strategy

MARKET SHARE ACCELERATION



Drive **Pro**
penetration



Accelerate
online business



Expand
installation
services



Drive
localization



Elevate
assortment

Providing a **full complement of products and services** for Pros and consumers alike, enabling a Total Home solution for every need in the home

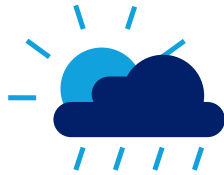


Tailoring assortments at a store level

Localizing based on:



Regulations & building codes



Climate



Demographics, including income & generational differences

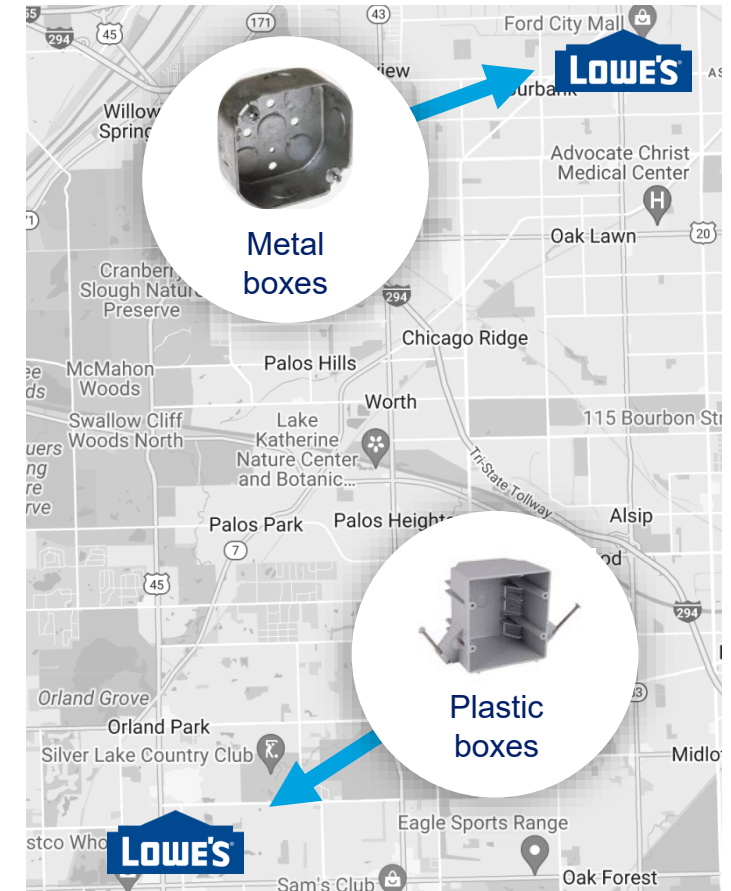


Lifestyle trends & preferences



Home types & sizes

Building code compliance example



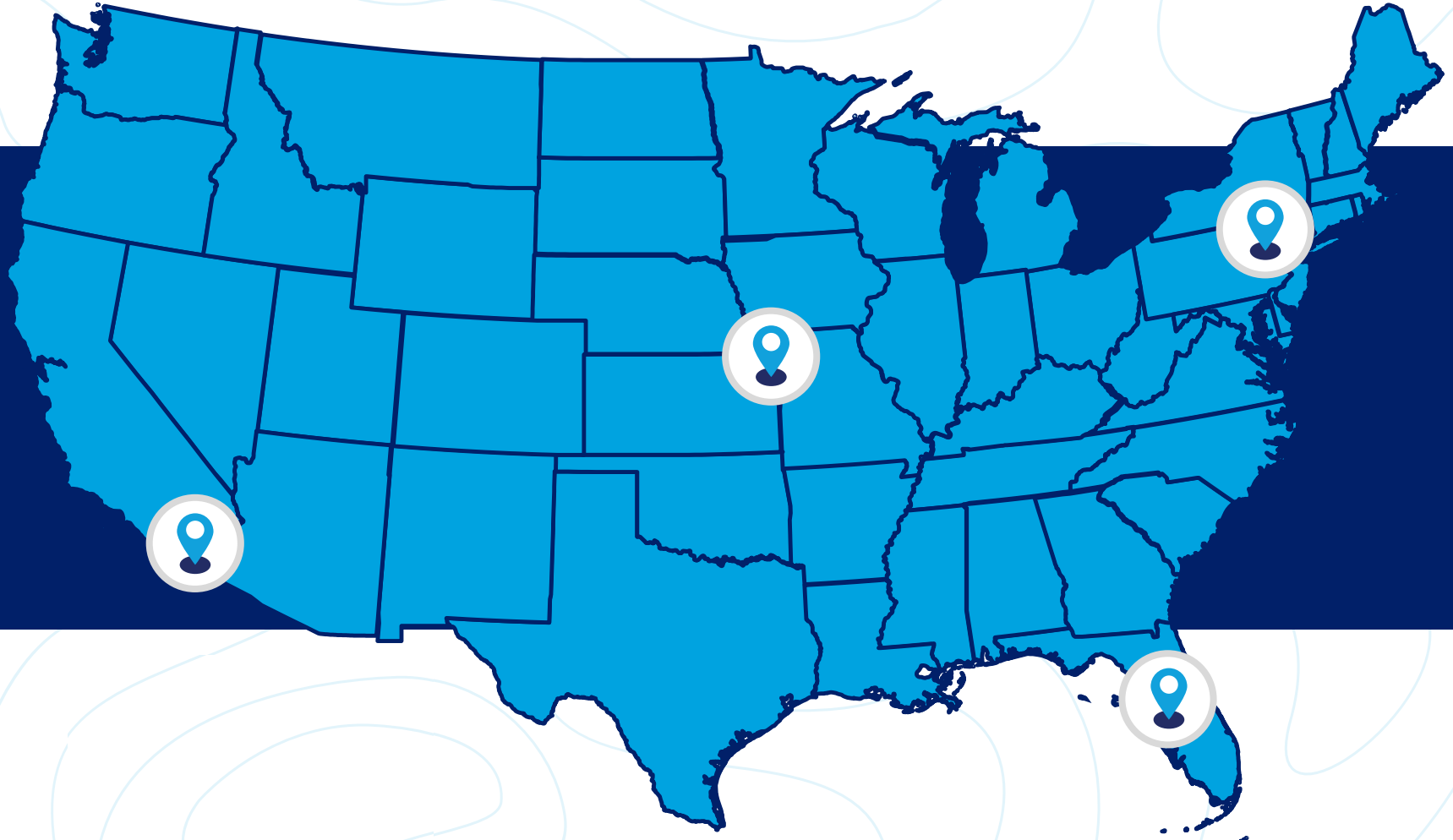
Market localization

CREATING TEMPLATES FOR COMMON MARKET CATEGORIES

Rural

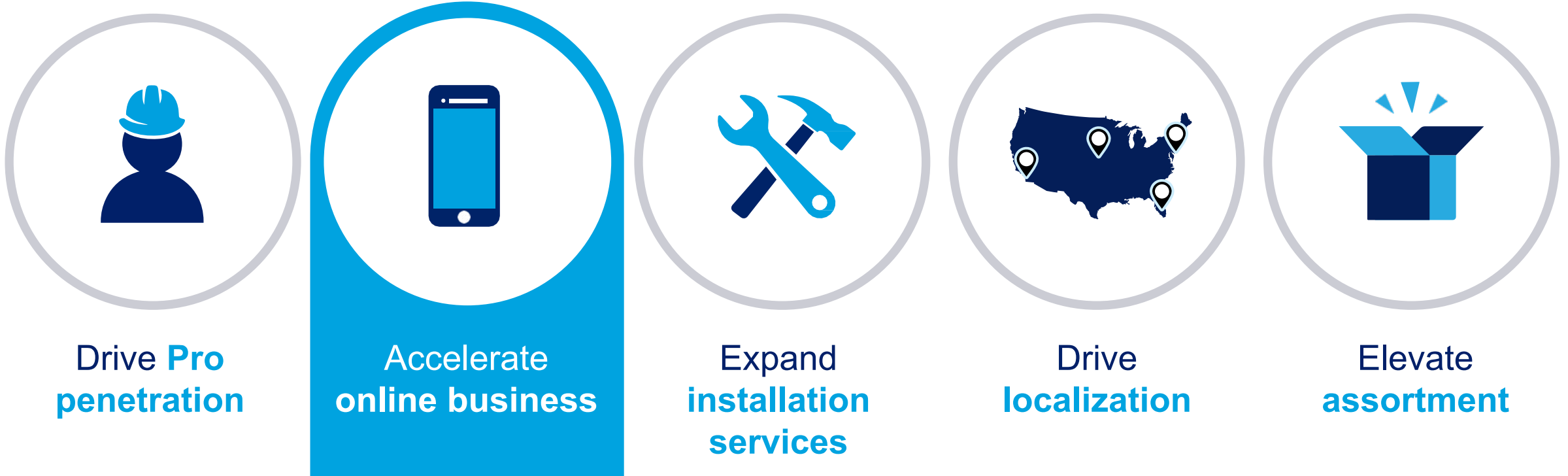
Urban

Coastal



Total Home Strategy

MARKET SHARE ACCELERATION



Providing a **full complement of products and services** for Pros and consumers alike, enabling a Total Home solution for every need in the home

Enhanced omnichannel capabilities

MEETING CUSTOMER DEMAND TO SHOP HOWEVER, WHENEVER & WHEREVER THEY CHOOSE

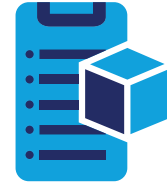
ECOSYSTEM



**Online
Merchandising**



**User
Experience**



Fulfillment

LOWE'S ONE ROOF MEDIA NETWORK

A robust portfolio of omnichannel advertising services powered by:



Lowe's customer data



Real-time shopping trends



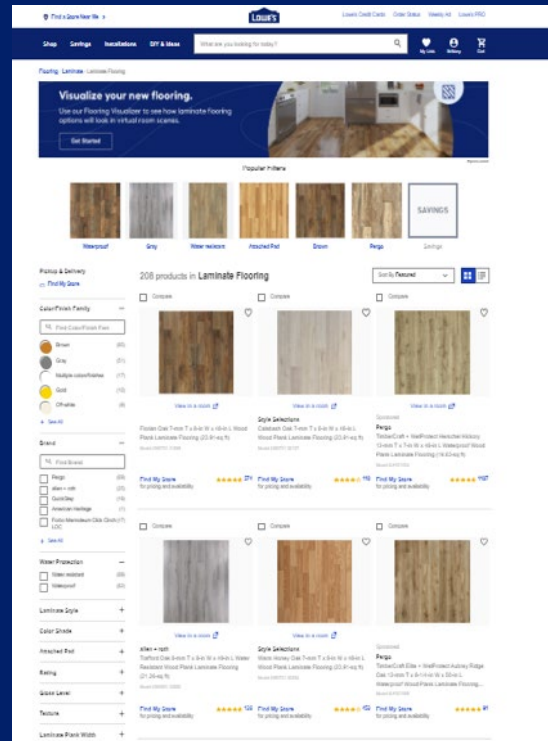
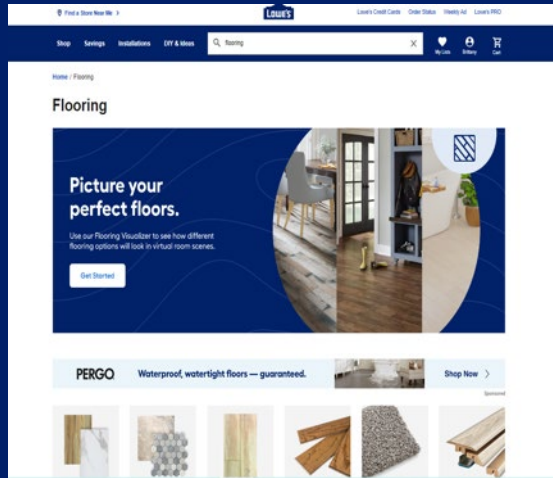
Onsite & offsite advertising



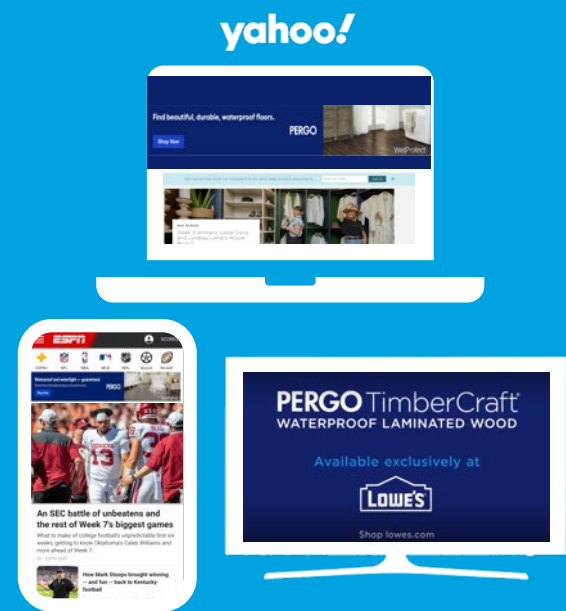
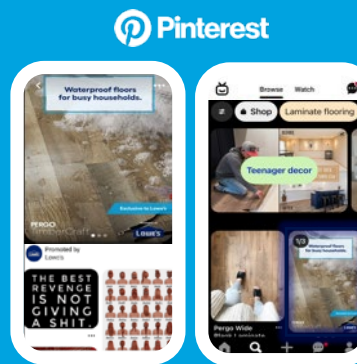
A portfolio of advertising opportunities

TURN-KEY ADVERTISING PLACEMENTS ON LOWES.COM AND ACROSS THE DIGITAL LANDSCAPE

Lowe's.com Advertising



Social Media & Omnichannel Advertising



Merchandising recap

