



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.



Supply Chain

DON FRIESON, EXECUTIVE VICE PRESIDENT, SUPPLY CHAIN



Our supply chain

BUILDING A WORLD-CLASS OMNICHANNEL SUPPLY CHAIN



**Network Capacity
and Service**



**Flow Management
and Optimization**



Market Delivery



**Omnichannel
Fulfillment**

Supply chain overview

Since 2018, added nearly

16 MILLION
SQUARE
FEET

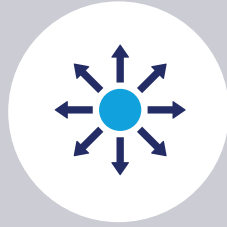
...with 100+ facilities
in the network



Smart and flexible supply chain



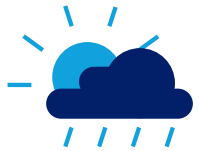
Expanded **coastal holding facility network**



Expanded **capacity** across supply chain network



Agile nodes that can replenish & fulfill



Enables faster response to **seasonal trends**, quickly flowing product where it's needed



Supports greater import volume—**Private Brands** & direct import conversion



Enables **localization efforts**



Lowers **cost to serve**

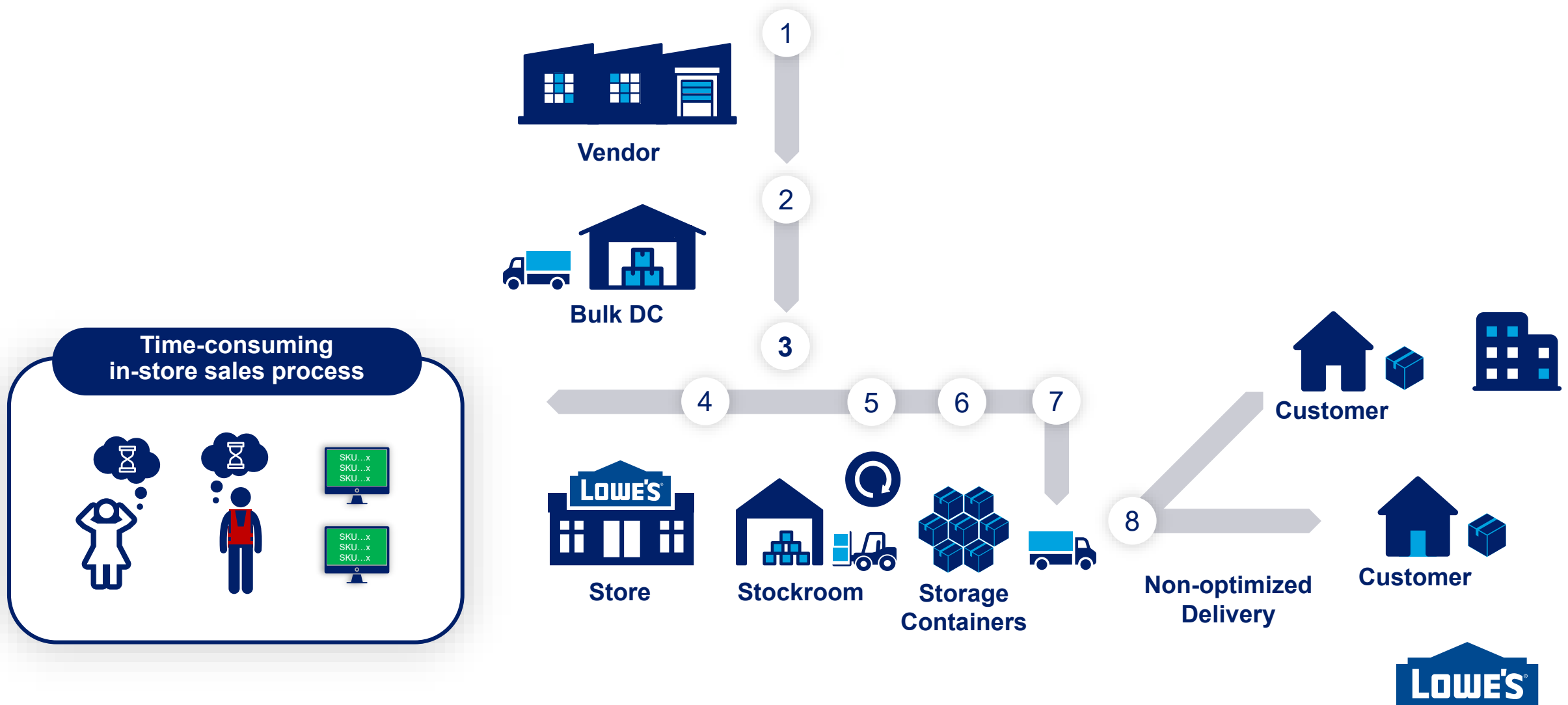


Improves **customer experience**



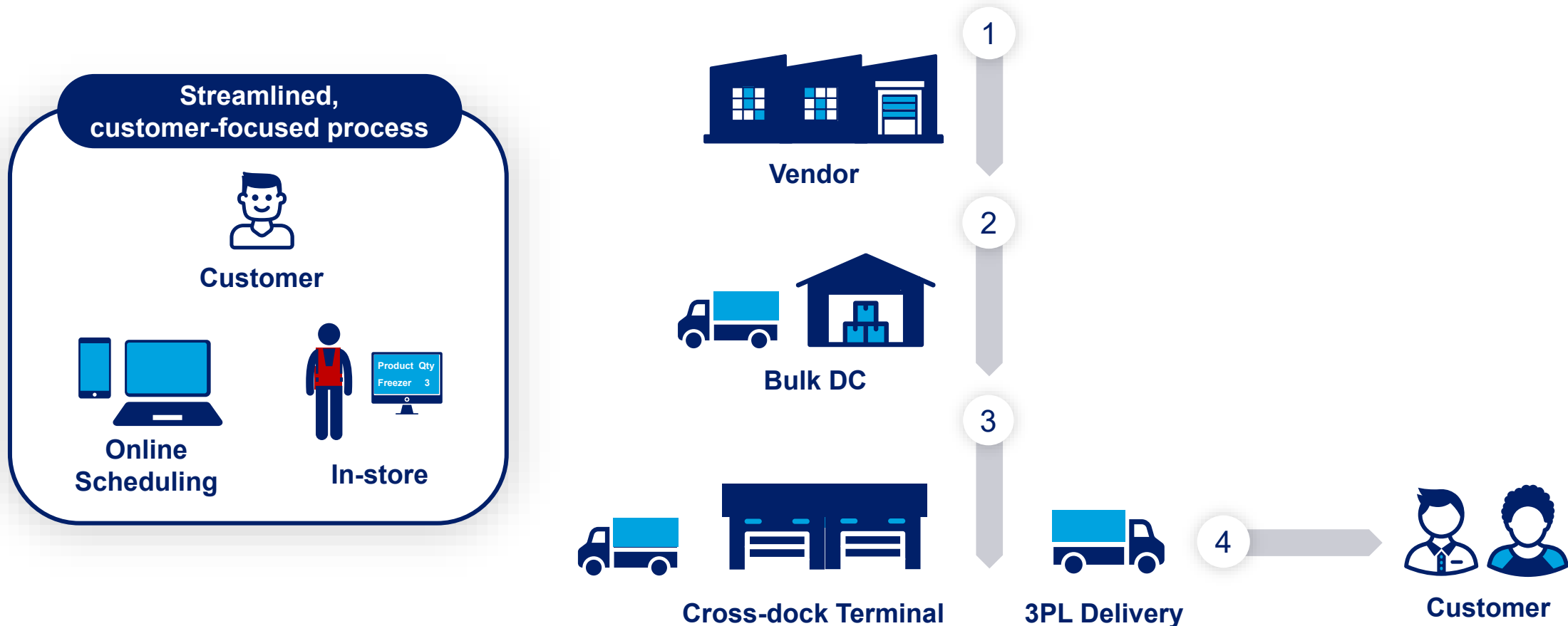
Transitioning from store delivery model...

INEFFICIENT AND OVERLY COMPLICATED



...to big & bulky market delivery model

FULLY ROLLED OUT IN 2023



Enhances **Appliance leadership position**,
improved **inventory turns**
and better **customer experience**



Leveraging store backrooms

LOWE'S STORES OFFER A COMPETITIVE ADVANTAGE WITH 10,000 SQUARE FOOT BACKROOMS

Enhanced Parcel Store Network



Pro Paint Fulfillment



BOPIS for Online-Only SKUs



Market delivery

EXTENDING BENEFITS OF MARKET DELIVERY TO PRO FLATBED DELIVERIES



Wider product
selection



Better customer
experience



Optimized
delivery



Incremental
sales



Lower
damages



Improved
inventory turns

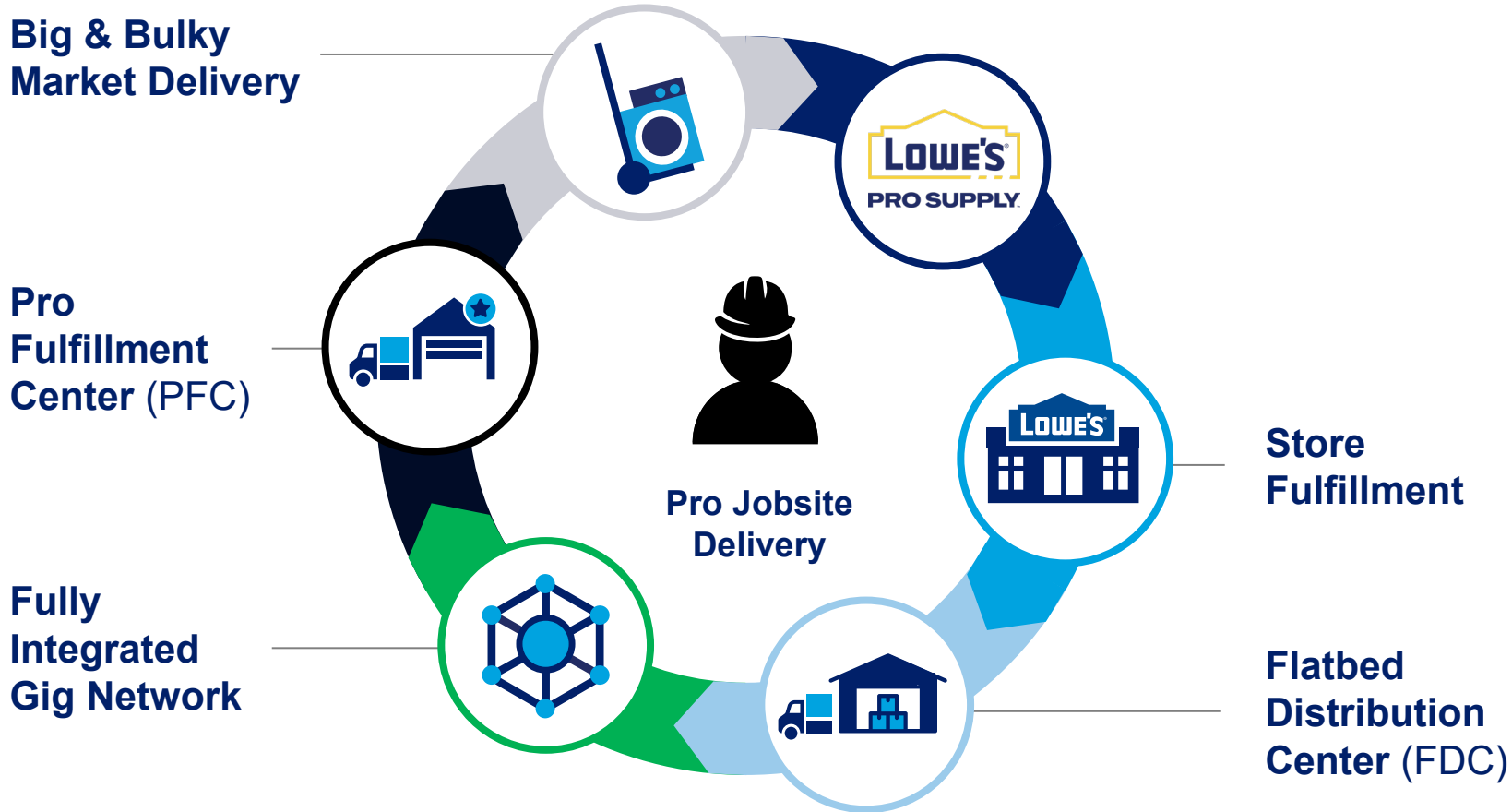
DIY AND PRO CUSTOMER

LOWE'S

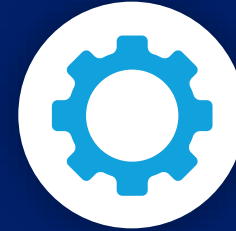


Pro fulfillment network

MULTI-PRONGED APPROACH, LEVERAGING COMBINATION OF EXISTING ASSETS AND NEW PRO FULFILLMENT CENTERS



ENHANCED PRO
CUSTOMER EXPERIENCE



**Greater productivity—
never leave the
jobsite**



**Fast & simple
online shopping
experience**



**Receive larger
orders in one
jobsite delivery**



Parcel & gig network fulfillment

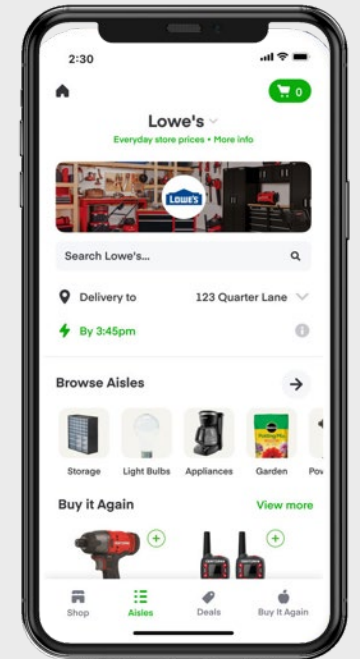
SPEED AND EFFICIENCY THROUGH A CUSTOMER DEMAND-DRIVEN FULFILLMENT ECOSYSTEM



Enhancing parcel fulfillment capabilities



Gig networks handling same-day delivery



Supply chain PPI



Robotics & automation



Modernizing technology

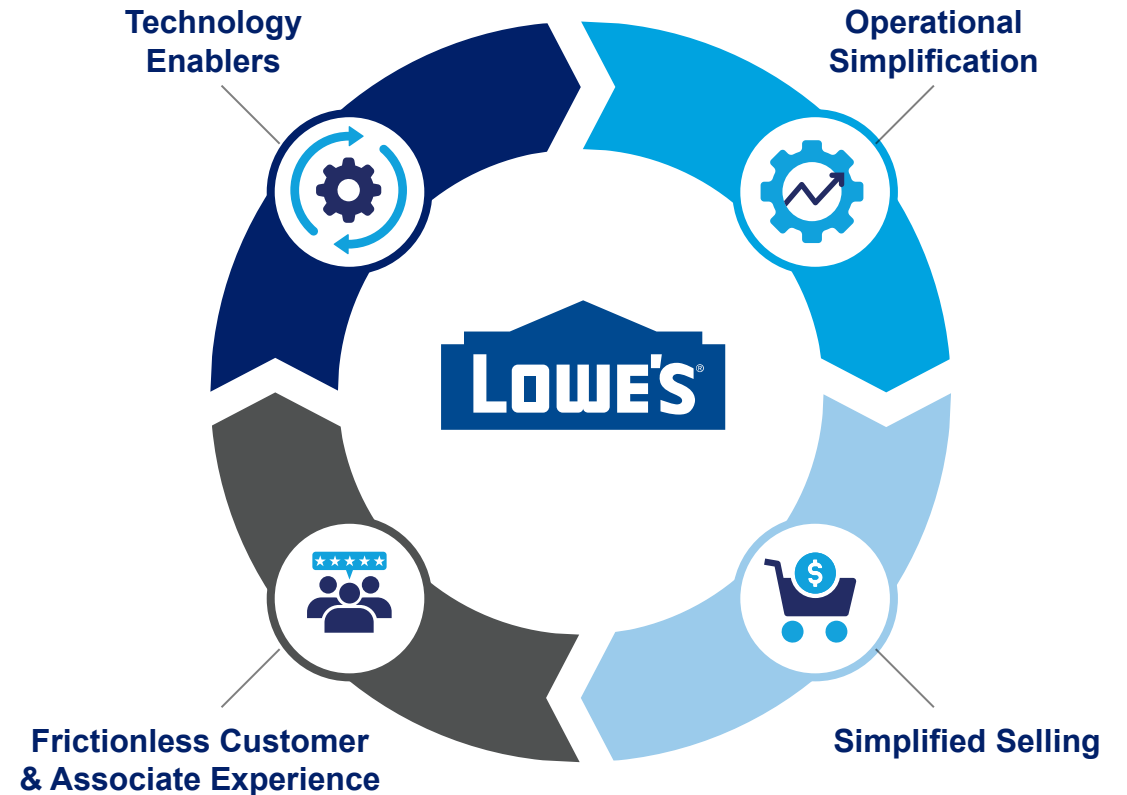


Improving capacity & flow



Process standardization

PERPETUAL PRODUCTIVITY IMPROVEMENT (PPI)

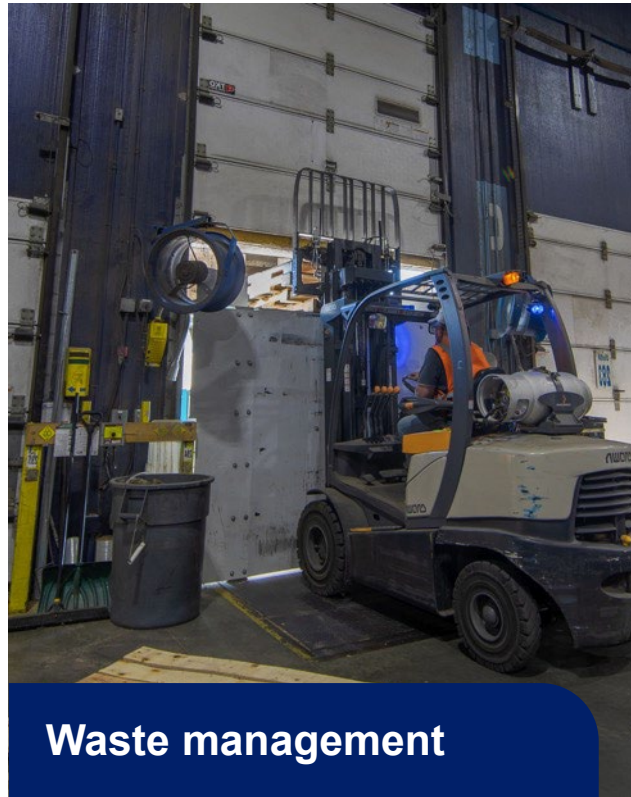


ESG-focused operational efficiency

DRIVING EFFICIENCY & SUSTAINABILITY ACROSS OUR SUPPLY CHAIN



Building efficiency



Waste management



Electrification of assets



Reducing miles driven

Supply chain recap

BUILDING A WORLD-CLASS OMNICHANNEL SUPPLY CHAIN THAT'S SMARTER, FASTER AND MORE FLEXIBLE



**Network Capacity
and Service**



**Flow Management
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Market Delivery



**Omnichannel
Fulfillment**