



BOB'S

Discount Furniture®

Investor Presentation

April 2026

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Non-GAAP Financial Measures

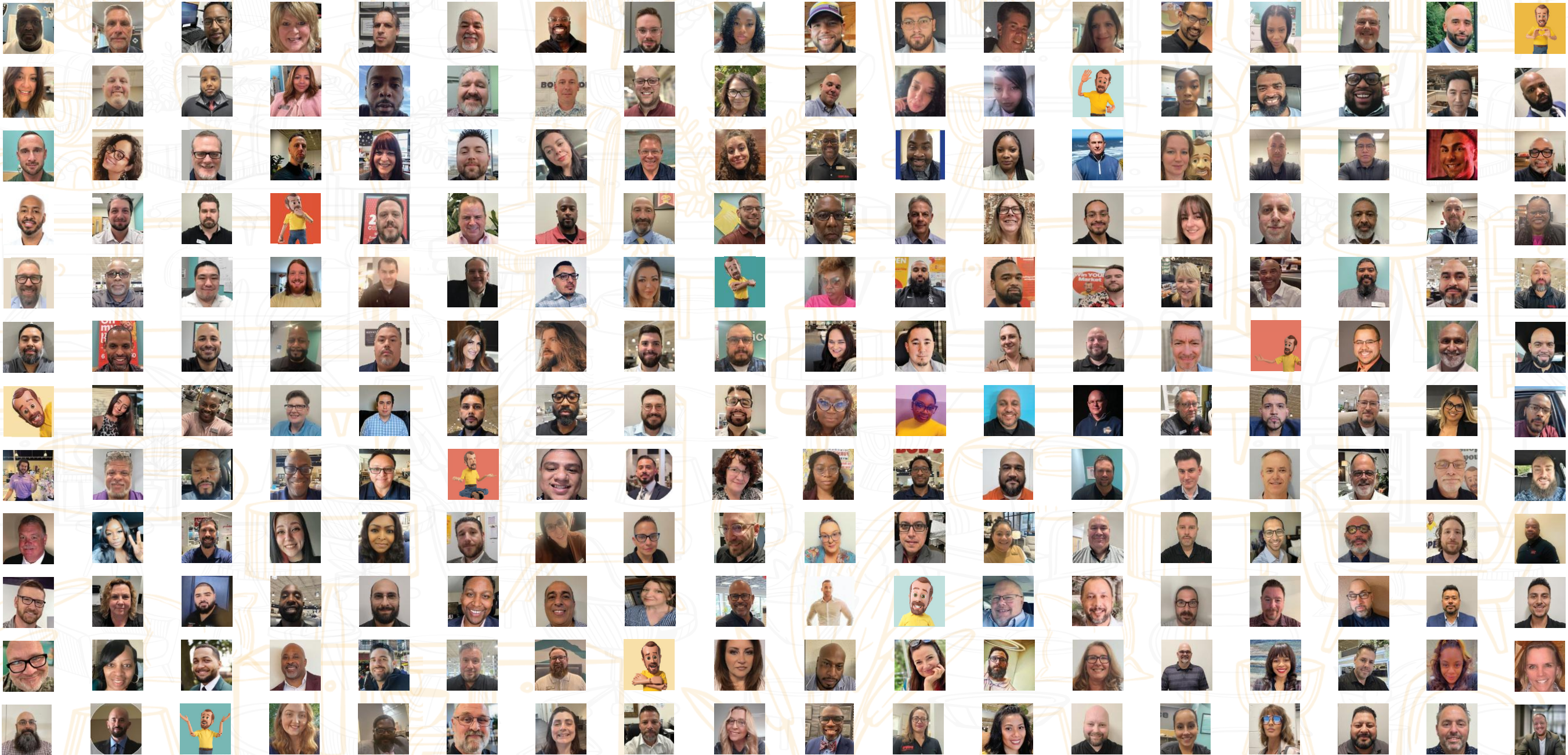
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Our People are the Heart Of **B♥B'S**



Our Ambition

To become America's leading omnichannel retailer of quality, stylish furniture at everyday low prices

Our Belief

We can help everyone turn the place they live into the home they love

Our Promise

We deliver value without compromise

The Bob's Way:
Our Ethos, Guiding
30+ Years
of Honesty, Integrity,
Transparency and Fun



Bob's at a Glance

209 Stores

Across 26 States ⁽¹⁾

\$2.4Bn

FY'25 Total Net Revenues

11%

Revenue CAGR from FY05 - FY25

\$241MM

FY'25 Adjusted EBITDA ⁽²⁾

10%

FY'25 Adjusted EBITDA Margin ⁽²⁾

~\$1,400

Average Order Value per Transaction ⁽³⁾

500+ Stores

Target by 2035 ⁽⁴⁾

10%

Implied Store CAGR ⁽⁴⁾

60%+ Year 2 80%+ Year 5

Cash-on-Cash Returns Target ⁽⁵⁾

~2-year

Payback Period Target on New Stores

Notes:

1. As of December 28, 2025

2. Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP financial measures. See appendix for reconciliation of GAAP to non-GAAP financial measures

3. Excludes sales at outlets

4. Targeted 500+ stores by 2035 based on management estimates; Implied CAGR based on targeted 500+ stores by 2035

5. Defined as Four-Wall EBITDA (excluding distribution center costs) divided by net cash investment plus pre-opening expense

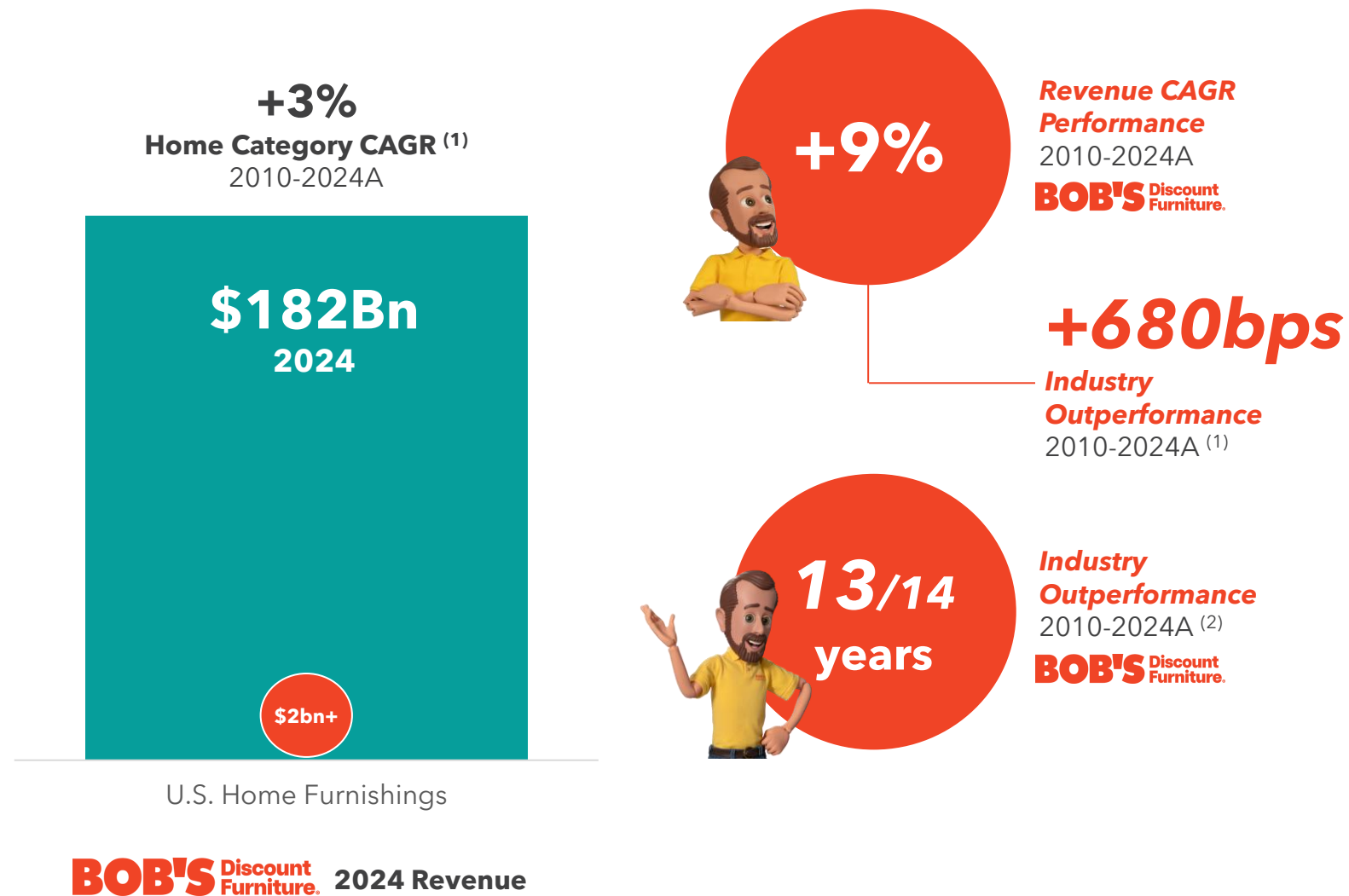
Investment Highlights



- 1** ✓ **Large whitespace opportunity in existing and new markets**
- 2** ✓ **Attractive unit economics with proven portability**
- 3** ✓ **Scaled & iconic brand consistently delivering value without compromise**
- 4** ✓ **Highly differentiated merchandising, sourcing and supply chain capabilities**
- 5** ✓ **Broad customer appeal with quality products at Everyday Low Prices**
- 6** ✓ **Omnichannel platform fueling frictionless, fun shopping experience**
- 7** ✓ **Highly experienced, results-oriented management team**

1 Outperforming and Expanding in Significant, Highly Fragmented Home Furnishings Market

Bob's Revenue Has Grown on Average ~3x Faster than Industry Since 2010 ⁽¹⁾



Bob's Strategy Engineered for Ongoing Market Share Gains

- ✓ Navigating Significant, Fragmented Market with Strategic Focus
- ✓ Addressing Consumer Demand with Quality, Style and Affordability
- ✓ Targeting High-Potential Markets Through Disciplined Store Expansions
- ✓ Gaining Share Through Differentiated Value Proposition and Scaled Omnichannel Capabilities

Notes:

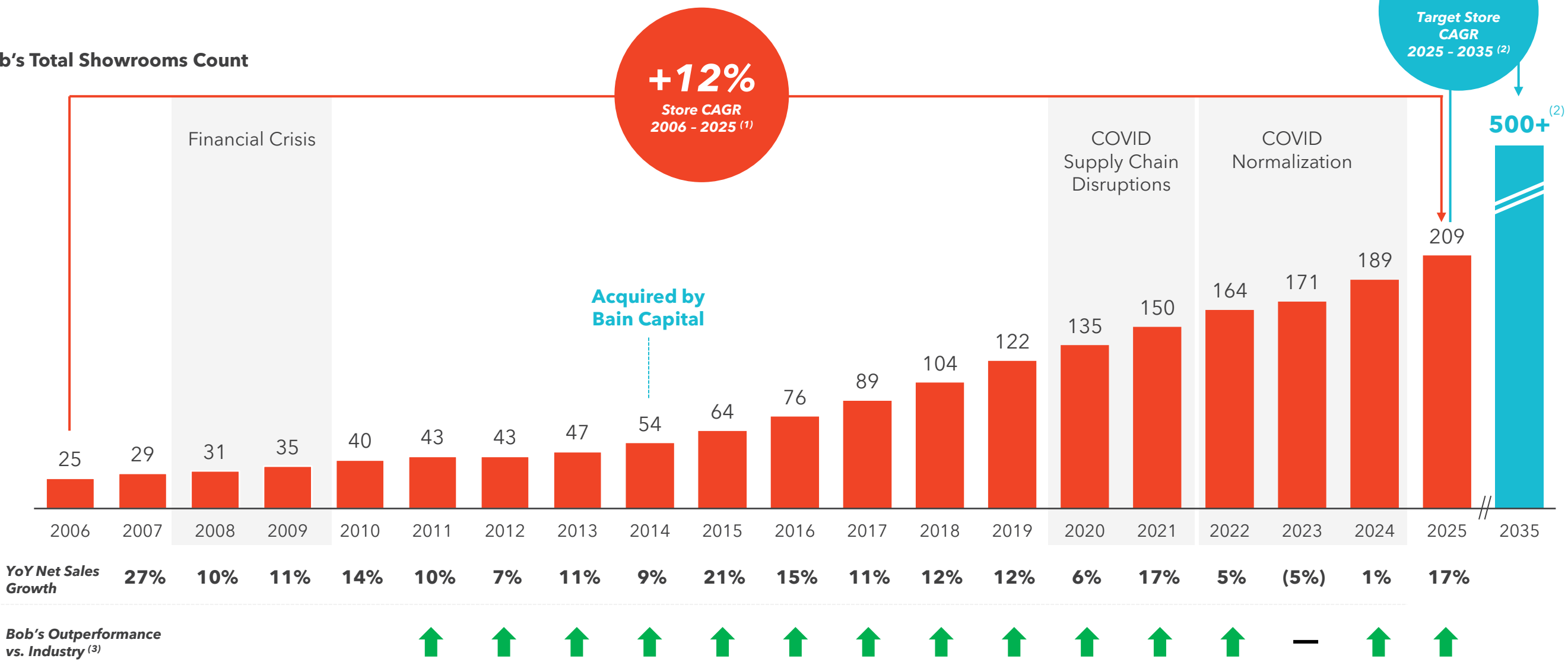
1. Based on U.S. Home Furnishings (excluding barbecues) growth as reported by Euromonitor

2. Based on U.S. Home Furnishings (excluding barbecues) YoY growth as reported by Euromonitor

1 Proven Record of Profitable Growth with Large Whitespace Opportunity

Consistent Growth and Industry Outperformance Through Range of Economic Environments

Bob's Total Showrooms Count



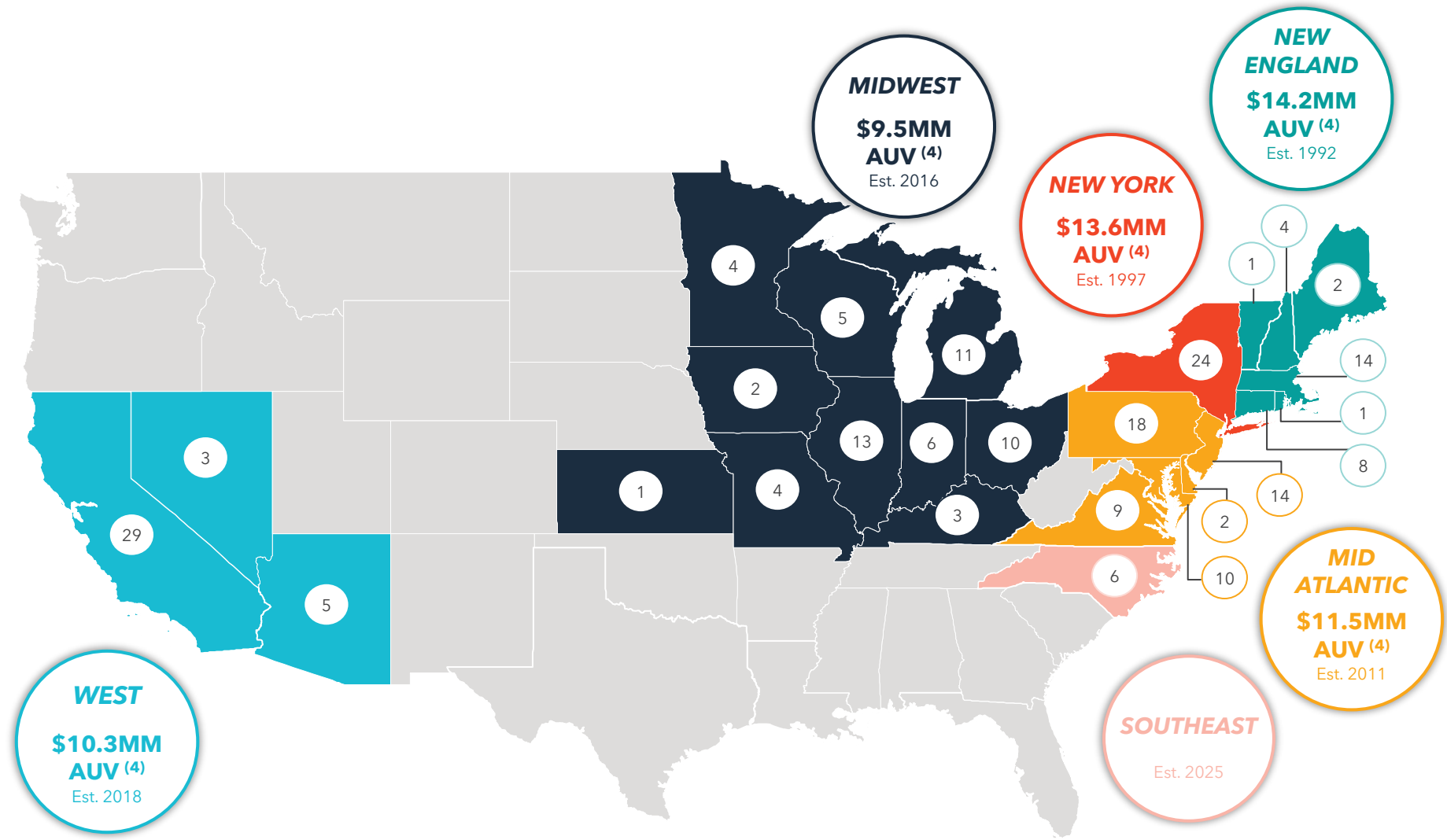
Notes:
 1. Store CAGR from YE 2006 to YE 2025
 2. Store CAGR from YE 2025 to targeted 500+ stores by YE 2035 based on management estimates
 3. Based on comparison to overall U.S. Home Furnishings (excluding barbecues) YoY growth as reported by Euromonitor. 2025 based on Euromonitor estimate.

2 Delivering Strong Unit Economics in New and Existing Markets

Target Unit Economics and Returns Profile

2035 Store Target	500+
Cash-On-Cash Returns ⁽¹⁾	60%+ Year 2 80%+ Year 5
Payback Period	~2 Years
AUV ⁽²⁾	\$9MM Year 5
Net Cash Investment ⁽³⁾	\$1.7MM
New Store Prototype	~32K sq. ft.

Proven national runway demonstrated by strong portability across 26 states



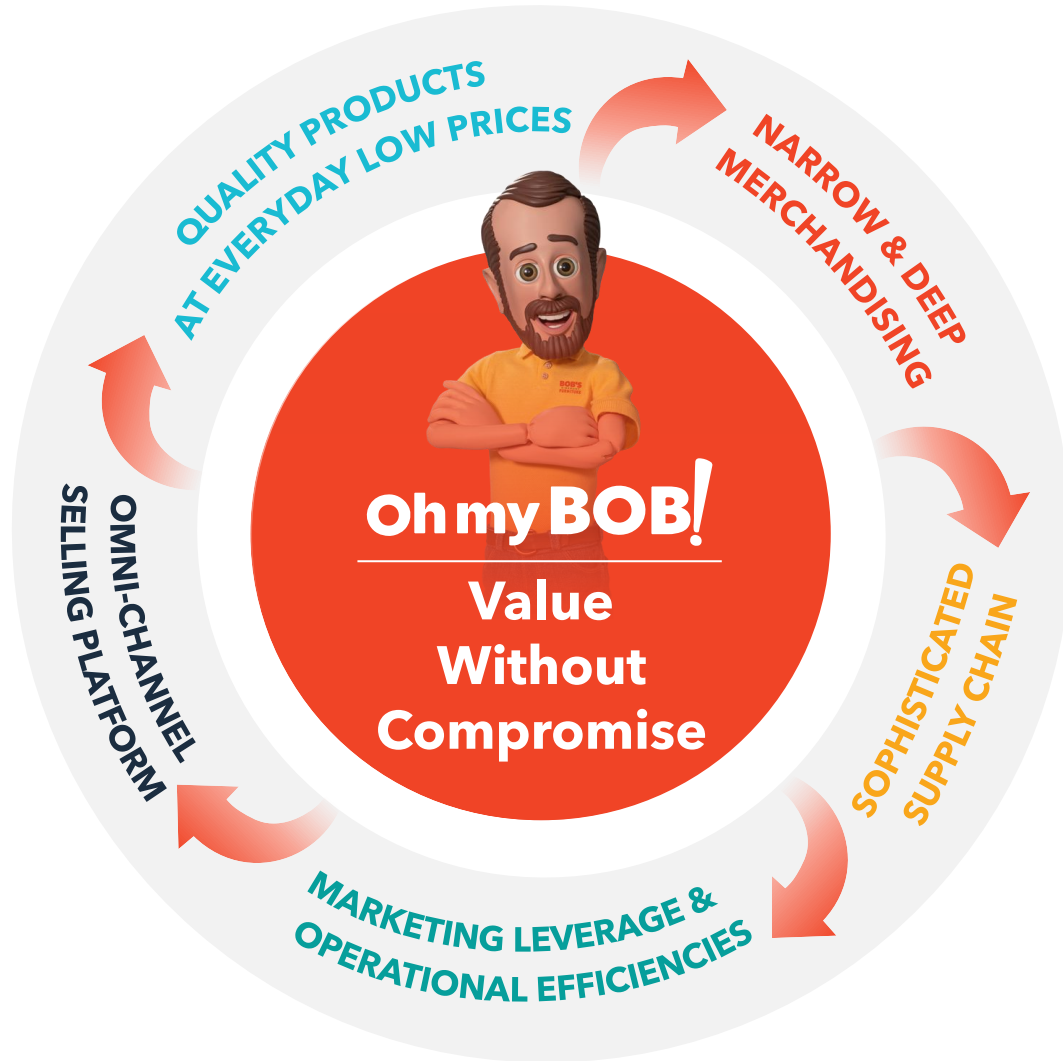
Notes: Store count reflects data as of December 28, 2025

1. Defined as 4-wall EBITDA (excluding distribution center costs) divided by net cash investment plus pre-opening expense
 2. Year 1 and Year 2 typically operate at ~84% and ~88% of Year 5 sales. Unit economics represent average of different markets with varying levels of market maturity and brand awareness; excludes outlets

3. Represents average build-out cost, net of average tenant allowance. Includes inventory
 4. AUV calculated for the 12-month period ended December 28, 2025. Excludes outlet sales, closed stores and stores opened after December 29, 2024

3 Bob's Distinctive Advantages

Driving Sustainable Growth & Consistent Value for Our Customers



Bob's Way by the Numbers

QUALITY PRODUCTS AT EVERYDAY LOW PRICES

Differentiated Value Proposition

~20-25%

Below competitors' listed price ⁽¹⁾

NARROW & DEEP MERCHANDISING

Long-Tenured Vendor Partnerships

~33%

Narrower SKUs vs. furniture competitors ⁽²⁾

SOPHISTICATED SUPPLY CHAIN

Delivered in as Little as Three Days

86%

Orders in-stock and on-hand ⁽³⁾

MARKETING LEVERAGE & OPERATIONAL EFFICIENCIES

National Footprint with Economies of Scale

~72%

Aided brand awareness in our top 10 designated markets

OMNI-CHANNEL SELLING PLATFORM

Tech-Enabled, Fun Shopping Experience

73%

In-store customers engage across multiple channels ⁽⁴⁾

Notes:

1. We estimate that our prices are on average ~10% below our value-oriented furniture competitors' lowest promoted prices, which we estimate is equivalent to ~20-25% below their listed prices

2. Competitors represents Bob's value-oriented furniture competitors

3. Reflects fiscal year ended December 28, 2025

4. Reflects percentage of Bob's in-store customers who report engaging across the platform via various channels in FY2025

4 Merchandising Strategy Designed to Optimize Value

Innovative and Curated Product Development Process



Modular Bob - \$1,499

Modular seating with storage and per piece pricing



- ✓ Wireless Charging
- ✓ USB Ports
- ✓ BOB-O-Pedic Seating

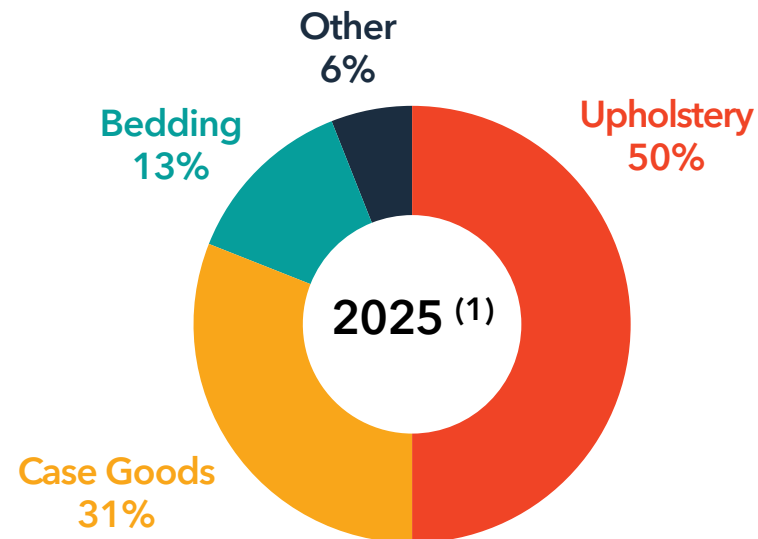


Competitor - \$2,599

Products Ready to Deliver in as Few as 3 Days Compared to Weeks

BOB-ify

Narrow and Deep Merchandising Strategy



- 01** One-third Lower SKU Count than Competitors
- 02** Driving Cost Savings with Sophisticated Regional Pricing Strategies
- 03** Minimize Inventory Risk

Value-Driven Pricing Model

GOOD	BETTER	BEST
<ul style="list-style-type: none"> • Simple designs • Durable materials • Affordable prices • Traffic generator 	<ul style="list-style-type: none"> • Additional styles & features • Upgraded materials & comfort • Step up in quality & aesthetics 	<ul style="list-style-type: none"> • Designer style & quality • Premium materials, handcrafted details • Exceptional comfort
\$	\$\$	\$\$\$

Value for Every Customer & Quality at Every Level

Notes:
1. Category percentages represent percent of FY2025 sales

4 Hard-to-Replicate Sourcing and Logistics Infrastructure

Longstanding Strategic Supplier Relationships

Enduring relationships spanning up to 15 years

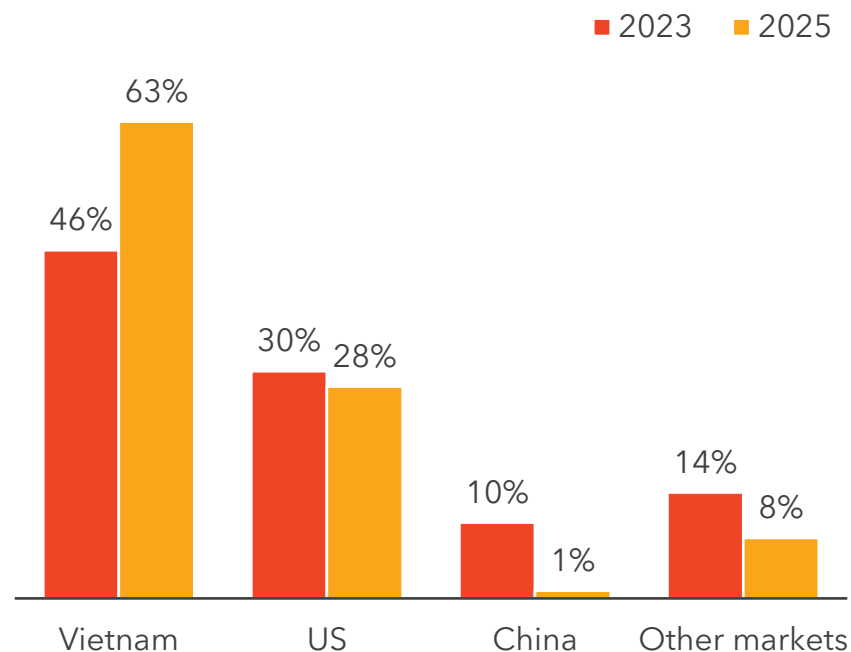
Consistent order volume reduces costs, accelerates delivery

86% of orders in-stock ⁽¹⁾ and ready for delivery in as few as 3 days

50%+ of sales order volume dual-fulfilled ⁽²⁾

4th largest importer on the East Coast ⁽³⁾

Flexible Global Sourcing Base



Tariff Mitigation

Diversified sourcing footprint into emerging markets to mitigate risk and increase flexibility

Leveraged strong and long-standing vendor relations to secure concessionary terms

Product reengineering, resourcing and assortment architecture adjustments

Tariff exposure offset through vendor concessions and strategic in-market pricing

Price increases to safeguard margin leadership, while maintaining customer value proposition



Factory ⁽⁴⁾

Inbound

6 DCs

Line Haul

48 Depots ⁽⁴⁾

Last Mile

Customer

Our hard-to-replicate sourcing and logistics infrastructure is enhanced by AI—optimizing supply chain and freight operations, through smarter demand forecasting, inventory management, and route planning to reduce costs and accelerate delivery

Notes:

1. Reflects fiscal year ended December 28, 2025

2. Reflects sales order volume dual-fulfilled by at least two DCs

3. As of September 2024 based on shipping volume according to ImportGenius

4. As of December 28, 2025; factories and depots are third party operated

5 Broad Customer Appeal and Resonance

We Attract a Broad Customer Base Across Wide Consumer Demographics and Life Moments



Up and Comers



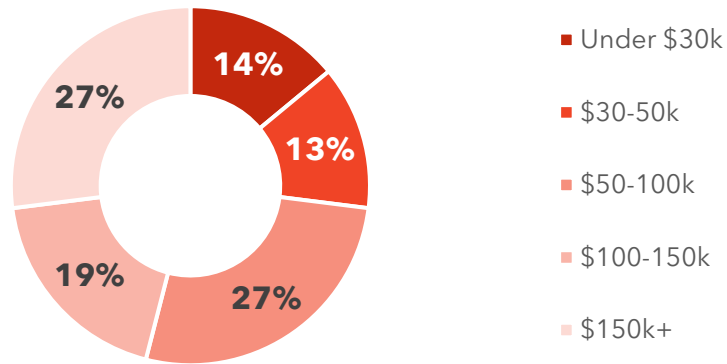
Growing Families



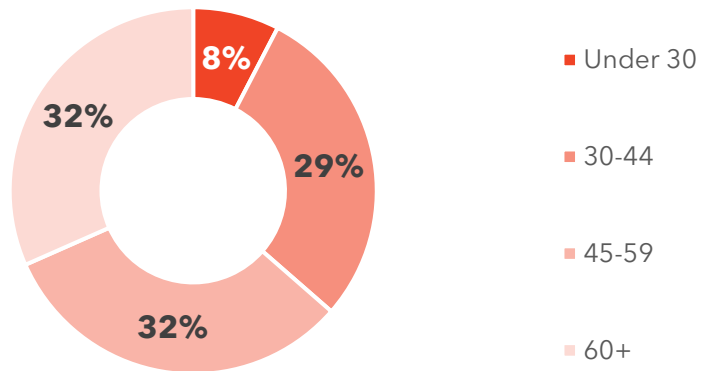
Empty Nesters

Reaching customers throughout their lifecycle at points when value is critical

Household Income Distribution ⁽¹⁾



Age Distribution ⁽¹⁾



Differentiated Price + Value that Consistently Delivers Results without Compromise

90%+

Store Experience Customer Satisfaction Rating ⁽²⁾

~72%

Aided Brand Awareness in our Top 10 DMAs ⁽³⁾



Notes:

1. Reflects data for 2025 customer base

2. Based on internal customer survey data

3. Based on average aided brand awareness for FY2025 in top 10 DMAs (Designated Market Areas)

6 Omnichannel Investments for Seamless Physical and Digital Integration

Stores **85% of Revenue (1)**



Knowledgeable Guest Experience Specialists

Drive conversions through training and tech-enabled services



Engaging Visual Layouts

Boost cross-selling through curated, seasonal best sellers



Data-Driven Labor Scheduling

Utilize analytics on store traffic and coverage per guest experience specialist to meet demand and maximize selling opportunities



Low-Pressure Sales Environment

Fostering customer trust through a warm, family-friendly experience

~73% of Our Customers Shop Across Multiple Channels (2)



OmniCart seamlessly moves with customers across the shopping journey

E-Commerce **15% of Revenue (1)**

Online

Turning visitors into loyal customers through intuitive UX and trusted digital touchpoints



Sales Chat / Bob's Squad

Supporting the customer journey with tailored service and product expertise



Notes:

1. Reflects data for FY2025

2. Reflects percentage of Bob's in-store customers who report engaging across the platform via various channels in FY2025

7 Our Culture Empowers our Teams to Deliver the Exceptional Experience our Customers and our Communities Deserve

THE BOB'S WAY

HONESTY

Creates an environment where accountability is embraced

INTEGRITY

Every decision reflects our dedication to doing what's right

TRANSPARENCY

Our team knows where Bob's is headed and what is expected of them

FUN

Showrooms and distribution centers emphasize camaraderie

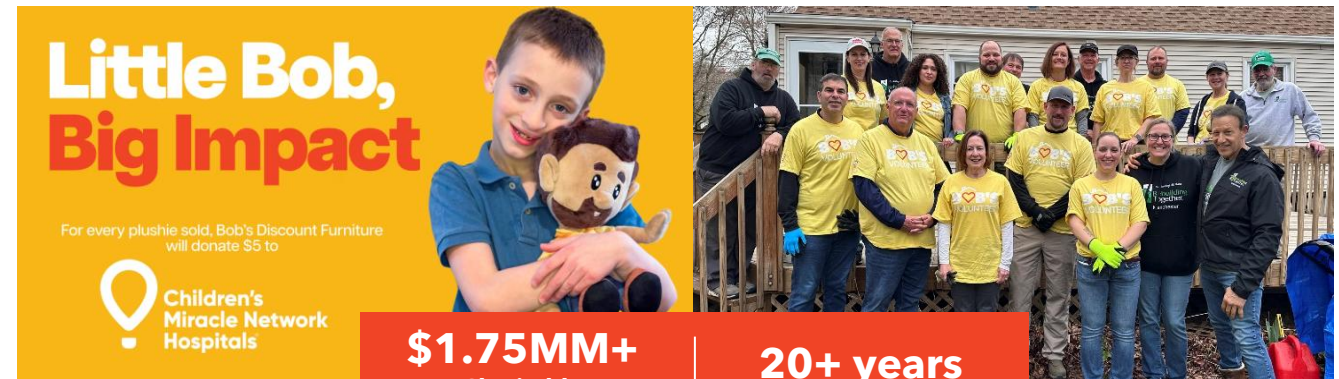
The Bob's Way guides how we interact with customers, how we treat one another and how we operate our business



~7 years
Average store manager tenure ⁽¹⁾

85%
Store manager retention ⁽¹⁾

81%
Store managers promoted internally ⁽¹⁾



**Little Bob,
Big Impact**

For every plushie sold, Bob's Discount Furniture will donate \$5 to



\$1.75MM+
Charitable contributions annually

20+ years
of philanthropic work

Note:
1. Reflects FY2025 data

7 Experienced and Dedicated Management and Board Enabling The Bob's Way

BOB'S Discount Furniture Executive Leadership Team



Bill Barton
Chief Executive Officer & Director*



Carl Lukach
Chief Financial Officer



Carol Glaser
Chief Merchandising Officer



Ramesh Murthy
Chief Operating Officer



Stephen Moeller
Chief Growth Officer



Steve Nesle
Chief Marketing Officer



Pat Davies
Chief Human Resources Officer



Ryan Schaffer
Chief Legal and Development Officer



Rob Bogan
Chief Technology Officer



BOB'S Discount Furniture Board Members



Ted English
Executive Chairman



Mir Aamir
Director



Josh Bekenstein
Director



Barbara Carbone
Director



Jennifer Davis
Director



Soyoung Kang
Director



John Kilgallon
Director



Trevor Lang
Director

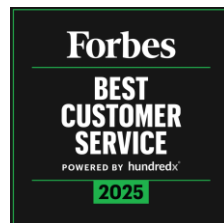


Phil Loughlin
Director



Scott Williams
Director

OUR ACHIEVEMENTS HAVE GARNERED WIDESPREAD RECOGNITION



Retail industry experience

Note:
* In addition to being a part of the executive leadership team, Bill Barton is a Director on Bob's Board

Growth Strategies



Grow store base across new and existing markets

- **Densify existing and adjacent markets** to unlock meaningful cost and operational advantages
- **Expand into new markets**, refining our approach while continuing to demonstrate portability

Drive comparable sales

- **Boost brand awareness and drive traffic** - enhancing marketing capabilities and unique campaigns
- **Increase conversion** - data driven insights and technology, across omnichannel platform to improve engagement through unified shopping cart functionality and consistent service quality
- **Personalized offerings leading to higher average order volumes ("AOVs")** - executing on zone pricing, product mix refinement and clustered assortment

Leverage scale to expand margins and increase efficiency

- **Operational discipline and vendor relationships** help deliver strong + expanding product cost margins
- **Rising retail density amplifies brand visibility**, unlocking meaningful marketing leverage
- **Increased purchasing power and distribution center utilization + diversity** reduces overall costs
- Existing infrastructure supports **growth without linear cost escalation**, achieving economies of scale

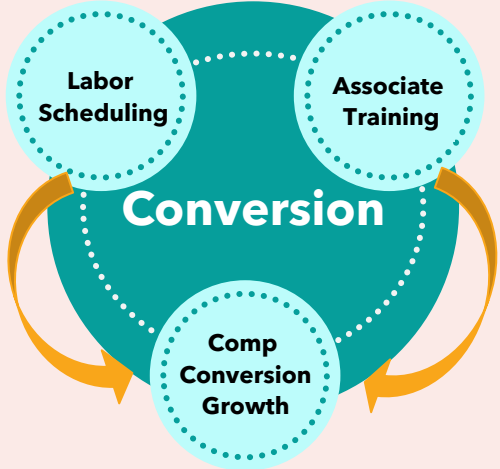
Comparable Sales Drivers Overview

TRAFFIC



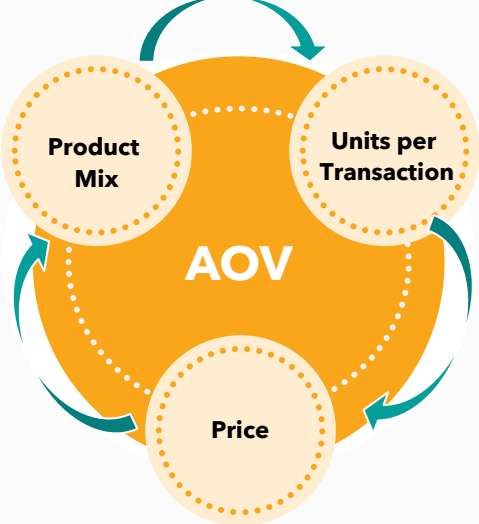
Marketing costs + content to drive qualified traffic to website and stores; macro drivers inclusive of housing and furniture replenishment

CONVERSION



Multi-year investment in tools, technology, training and development to align operational KPIs with sales performance driving recent comparable sales momentum

AOV



Outgrowth of rigorous pricing analytics, relative competitive positioning, mix, and upselling outcomes

COMPARABLE SALES



Key determinant of Bob's long-term growth algo, unit economics and sustainability

Our Expanding Scale Leads to Opportunity for Margin Expansion

- ✓ Strong product cost margins driven by **operational discipline** and **vendor relationships**
- ✓ **Supply chain fully shifted out of China**

- ✓ Scaling enables **cost reductions in shipping, trucking, and delivery**
- ✓ Enhanced **purchasing power with freight vendors** reduces ocean shipping costs

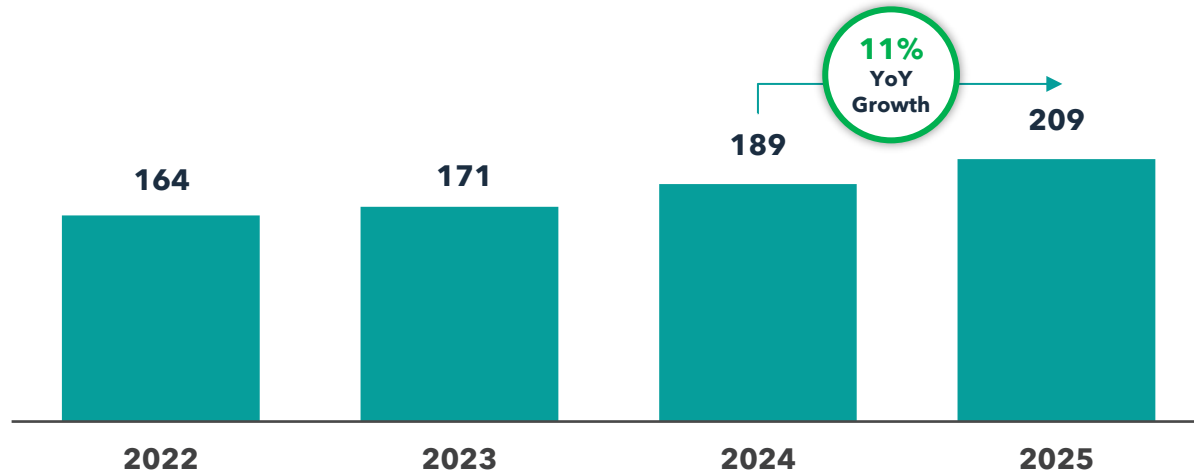


- ✓ Increased **retail density boosts brand visibility** and shift to **national advertising**
- ✓ **AI targeting** has improved advertising ROI by approximately 50% since 2019

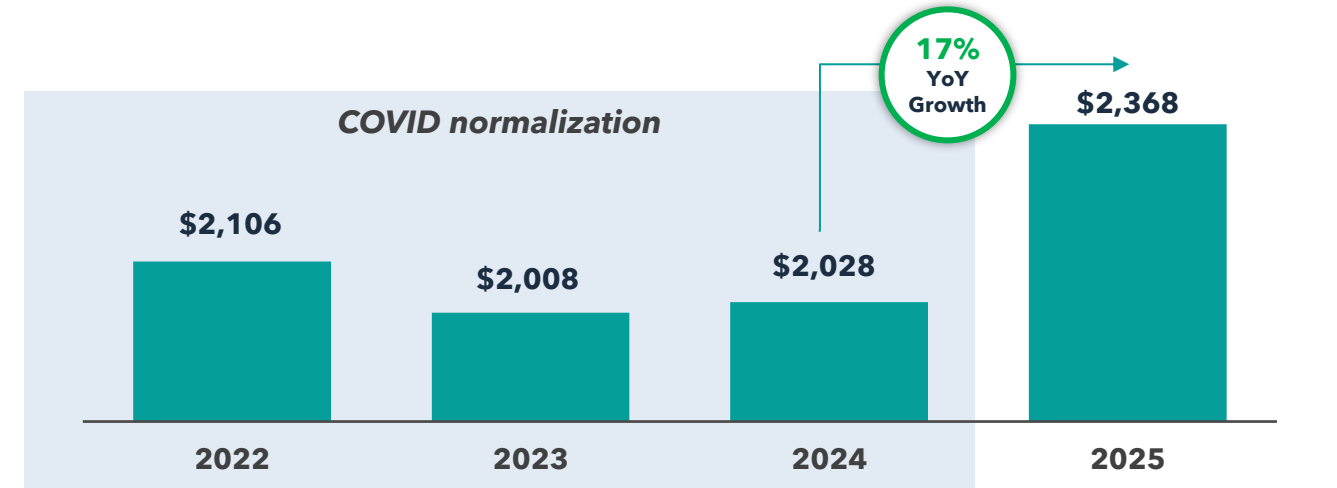
- ✓ **Infrastructure** supports growth without proportional cost increases
- ✓ Corporate staff structured for **effective oversight** at current levels

Attractive Financial Profile with Strong Profitability

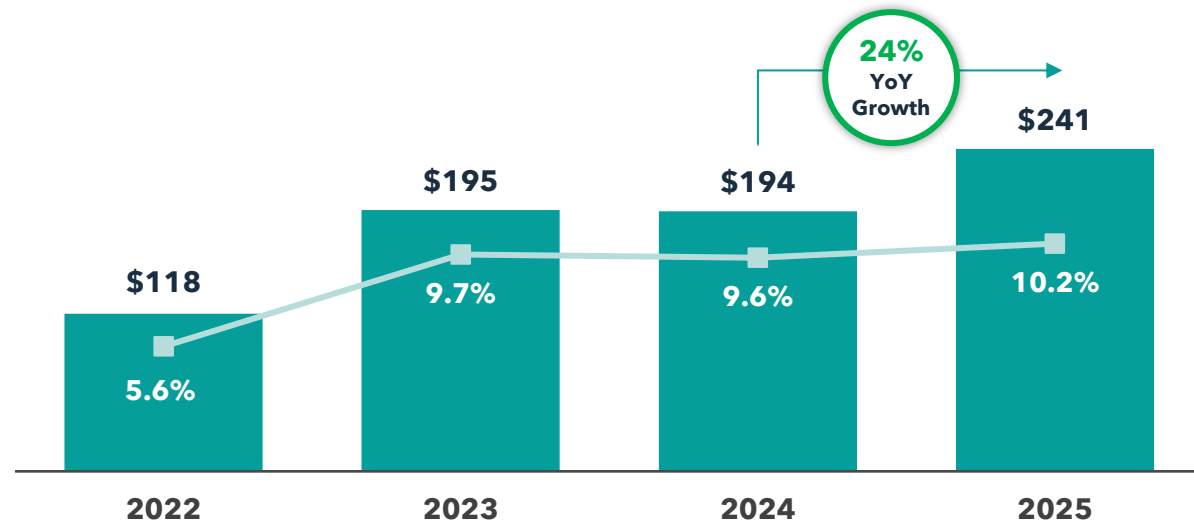
STORE COUNT



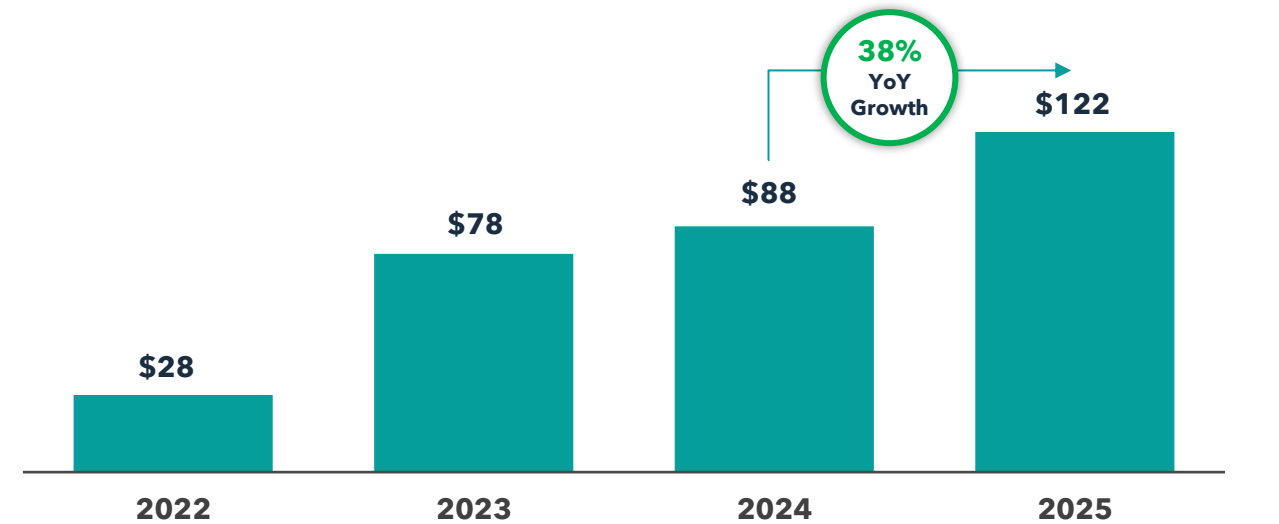
TOTAL NET REVENUE (\$MM)



ADJ. EBITDA (\$MM)⁽¹⁾



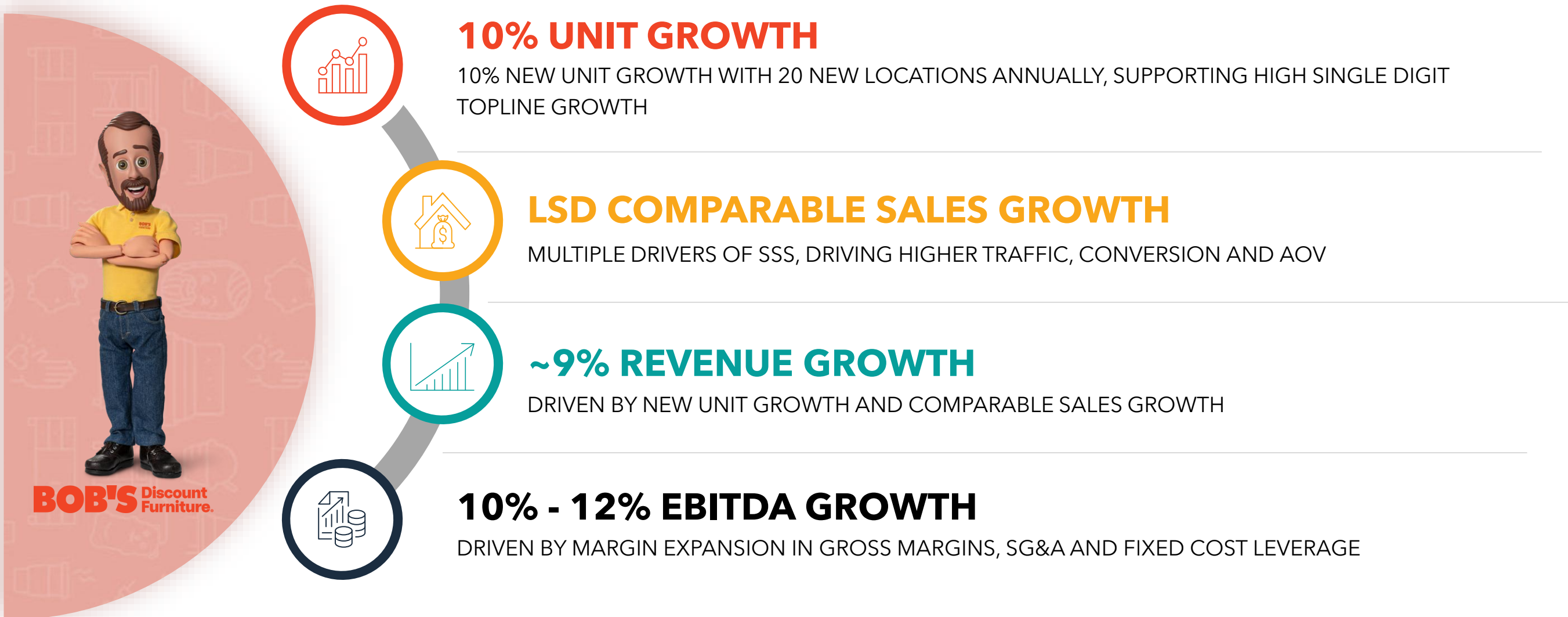
NET INCOME (\$MM)



Notes:

1. Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP financial measures. See appendix for reconciliation of GAAP to non-GAAP financial measures; Adj. EBITDA margin shown as a percentage of net revenues

Long-Term Growth Algorithm



Note: These are not projections; they are goals and are forward-looking, subject to significant business, economic, regulatory and competitive uncertainties and contingencies, many of which are beyond the control of the Company and its management, and are based upon assumptions with respect to future decisions, which are subject to change. Actual results will vary and those variations may be materials. For discussion of some of the important factors that could cause these variations, please consult the "risk Factors" section of the 10-K filing. Nothing in this presentation should be regarded as a representation by any person that these goals will be achieved and the Company undertakes no duty to update its goals.



APPENDIX

BOB'S Discount Furniture.

FY2022-FY2025 Financial Performance

<i>(in thousands except percentages)</i>	Fiscal Year Ended			
	12/28/2025	12/29/2024	12/29/2023	1/1/2023
Net revenues	\$2,368,039	\$2,028,143	\$2,008,082	\$2,105,508
% growth	16.8%	1.0%	(4.6%)	5.2%
Cost of sales	1,286,703	1,079,703	1,073,355	1,252,072
Gross profit	\$1,081,336	\$948,440	\$934,727	\$853,436
% margin	45.7%	46.8%	46.5%	40.5%
Selling, general, and administrative	899,873	813,302	806,938	793,887
Pre-opening expenses	18,782	15,326	4,662	9,565
Loss (gain) on disposal of fixed assets	(155)	17	2,226	28
Impairment of long-lived assets	–	2,061	1,322	–
Restructuring charges	292	–	1,760	–
Insurance recoveries	(5,000)	–	–	–
Total operating expenses	\$913,792	\$830,706	\$816,908	\$803,480
% of net revenue	38.6%	41.0%	40.7%	38.2%
Operating income	\$167,544	\$117,734	\$117,819	\$49,956
% margin	7.1%	5.8%	5.9%	2.4%
Interest (income) / expense	7,041	8,088	18,866	23,705
Other income, net	(663)	(3,778)	(3,665)	(8,488)
Total other expense, net	\$6,378	\$4,310	\$15,201	\$15,217
Income before taxes	161,166	113,424	102,618	34,739
Income tax expense	39,442	25,491	24,519	7,091
Net income	\$121,724	\$87,933	\$78,099	\$27,648
% margin	5.1%	4.3%	3.9%	1.3%
Key Performance Indicators and Non-GAAP Financial Measures				
Adjusted EBITDA	\$240,777	\$193,994	\$195,037	\$117,752
% margin	10.2%	9.6%	9.7%	5.6%

Note:
Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP financial measures. See appendix for reconciliation of GAAP to non-GAAP financial measures

Adjusted EBITDA Reconciliation

<i>(in thousands except percentages)</i>	Fiscal Year Ended			
	12/28/2025	12/29/2024	12/31/2023	1/1/2023
Net income	\$121,724	\$87,933	\$78,099	\$27,648
Interest (income) / expense	7,041	8,088	18,866	23,705
Income tax expense	39,442	25,491	24,519	7,091
Depreciation and amortization	71,105	65,194	62,876	60,707
Stock-based compensation expense	3,507	3,648	3,923	3,431
Restructuring charges	292	-	1,760	-
Insurance Recoveries ⁽¹⁾	(5,114)	-	-	-
Gain on hedge accounting de-designation of interest rate cap	-	(3,067)	(4,250)	(4,244)
Gain on sale of Connecticut income tax credits	-	-	(219)	(2,909)
(Gain) / loss on disposal of fixed assets	(155)	17	2,226	28
Impairment of long-lived assets	-	2,061	1,322	-
Senior executive termination benefits ⁽²⁾	-	-	2,789	-
Management fee	2,046	2,013	2,307	2,155
Other expenses ⁽³⁾	889	2,616	819	140
Adjusted EBITDA	\$240,777	\$193,994	\$195,037	\$117,752
<i>Adjusted EBITDA as % of net revenues</i>	10.2%	9.6%	9.7%	5.6%

Notes:

1. Of this amount, \$5.0 million related to the recovery of lost profits and \$0.1 million related to the recovery of costs. These amounts were recorded to insurance recoveries and SG&A expenses, respectively, on the Company's consolidated statements of operations and comprehensive income

2. Senior executive termination benefits represent salary and benefits continuation

3. Other expenses represent costs and investments that are not indicative of our ongoing business operations and performance

