



 **ASHLEY**®  
FURNITURE INDUSTRIES, INC.

WORLD-CLASS FURNITURE COMPANY®



# VISION – MISSION – CORE VALUES



## Our Vision

**We want to be the  
best furniture company.**

## Our Mission

**Improve Quality**

**Reduce Cost**

**Do More Business**

**Be Profitable**

**Stay in Business**

#1 Selling Furniture Store Brand in the World

World's Largest Manufacturer of Furniture

## CORE VALUES

### **HONESTY AND INTEGRITY**

Be forthright.

### **PASSION, DRIVE, DISCIPLINE**

Give everything you have to  
your job.

### **CONTINUOUS IMPROVEMENT / OPERATIONAL EXCELLENCE**

Know the business.

### **DIRTY FINGERNAIL**

"You get what you inspect,  
not what you expect."

- Ron Wanek

### **GROWTH-FOCUSED**

Always dominate and be in a  
#1 position in the furniture industry!

## GROWTH VALUES

### **CUSTOMER CENTRIC**

Deliver on what is  
promised to the customer.

### **BOUNDARYLESS**

Work for the greater good of the  
organization.

### **A CULTURE OF LEADERSHIP**

Lead at every level in the  
organization.



# OUR PEOPLE



## Our products, our commitment, your opportunity

At a time of unprecedented challenges, Ashley's global supply chain and our team of 26,000+ worldwide employees are aligned with a common purpose: to make beautiful home furnishings affordable.

Ashley understands that the real secret to success is sustaining it. As the world's largest manufacturer of furniture, we strive to exceed the expectations of our retail partners and consumers in more than 123 countries across the globe.

Ashley has successfully managed 14 major rebirths since 1970 due, in no small part, to extensive market research and productive capital investments. Our company continues to strategically develop new products and aggressively tailor our operations to address the demands of our customers.

Since 1945, our teamwork, systems and desire to continuously improve demonstrates a company whose passion is put into every action. Ashley's vision is, "We want to be the best furniture company". We strive for nothing less than earning the loyalty and trust of our employees and customers every day.

President & CEO Todd R. Wanek



# TODD WANEK

## PRESIDENT AND CEO

Furniture is in Todd's DNA, but his passion for the business was ignited in the 1980's during his high school and college years when he worked in all aspects of the business, including production lines, shipping, machine maintenance, product design, engineering, finance and global sourcing.

After graduating from The University of Wisconsin - Stout, with a Bachelor's Degree in Industrial Technologies, Todd and his wife Karen moved to Asia to serve as General Manager of Ashley's Taiwan manufacturing and distribution facility. He spent five years in Asia, from 1989-1993, learning the culture and developing Ashley's innovative supply and manufacturing base throughout Asia, including China, Malaysia, Taiwan, and Indonesia.

In 1994, Todd returned to the U.S. where he spearheaded Ashley's entrance into the upholstery category with the purchase of an upholstery operation in Ecu, Mississippi. Today, this facility has the largest upholstery operation in the world, encompassing over 2,000,000 square feet on a 100-acre site. Over the next two years, Todd became responsible for all of Ashley's upholstery product, as well as the company's growing international operations.

Through Todd's accomplishments in all aspects of Ashley's business and operations, he was promoted to President and Chief Operations Officer in 1996, assuming responsibility for all of Ashley's worldwide operations. By 1999, Ashley became a major player in almost every home furnishing product category along with becoming one of the best marketers in the furniture industry.

Todd's experience and vision became instrumental in developing and implementing Ashley's "blended manufacturing strategy". This foundation is the cornerstone for Ashley increasing their U.S. employment base and Ashley's consistent market share growth today. Through his proven leadership and vision, Todd became the Chief Executive Officer of Ashley Furniture Industries in 2002, a position he holds to this day.

Throughout the years, Todd has built an extremely capable leadership team with extraordinary depth, diversity and understanding of the industry. Most of his team has developed their careers within the Ashley business and have a profound knowledge of its business systems and culture. Additional management has been added to his team from related businesses based on their contribution, commitment, and passion for the business and the Ashley brand.

Todd's passion and focused commitment for improving Ashley's operations, products and services is unrelenting to this day, positioning the company for continued growth into the future. Staying true to Ashley's vision, "We want to be the best furniture company," Todd continues to cultivate the company's continuous improvement culture. An example of this is his focus on the development of the strongest supply chain in the furniture industry, which constantly evolves to serve their customers wherever and however they want to buy home furnishings.

Today, with Todd's leadership, Ashley Furniture is not just the world's largest furniture manufacturer and North America's largest furniture retailer, they are now a leader in technology innovations; investing tens of millions of dollars each year in people and technological processes to improve every aspect of the company's performance, while lowering costs to their customers.

Todd and his wife Karen have two children, Cameron who is Sr. Director, Strategy & Data Management for Ashley and Gabrielle who has interned at the company for six years; the last four years while attending High Point University.

### Recognized for the following achievements:

Lead Advocate of Innovative Medical Research  
Mayo Clinic

National Finalist Entrepreneur of the Year  
Ernst & Young

Board of Directors  
American Home Furnishings Association

Principal Partner Benefactor  
Mayo Clinic

Board of Directors  
Wisconsin Manufacturers and Commerce

Supplier of the Year  
Furniture Today

Distinguished Alumnus  
Arcadia School District

Distinguished Service - Community  
Deloitte 75

Spirit of Life Award  
City of Hope

Distinguished Service  
American Home Furnishings Association

Family Dynasty Award  
Furniture Today

Chairman of Tampa Bay American  
Heart Association Gala

American Heritage Award  
Anti-Defamation League

Pillar of the Industry award from the  
2,300 member International Home  
Furnishings Representative Association  
in April 2015



*Todd Wanek*

**TODD WANERK**

President & CEO  
Ashley Furniture Industries



A stylized white signature of Ron Wanek.

**RON WANERK**  
Founder and Chairman  
Ashley Furniture Industries

# RON WANEK

## FOUNDER AND CHAIRMAN

Ron Wanek is the Founder and Chairman of Ashley Furniture Industries, Inc. the world's largest furniture manufacturer in the world and the largest furniture retailer in North America, serving over 123 countries worldwide. Since 1997, when the first Ashley Furniture HomeStores were established, Ashley HomeStores have now grown to over 700 HomeStores across the globe. Today, Ashley Furniture HomeStores are the largest furniture retailer in North America.

While growing up on a sharecroppers farm near Utica, MN, Ron watched his parents, who were risk takers and entrepreneurs, grow their business from being sharecroppers to owning their own farm. Their hard work and determination helped frame Ron into the man he is today.

In 1970, Ron Wanek set out with a group of investors to make a difference in the furniture industry by forming Arcadia Furniture Corporation. This upstart furniture manufacturing company, which Ron established and managed operations, was in an industry dominated by large companies.

Ron knew from his experience that delivering the product to his retailers was a critical component of the business. In 1972 he launched Ashley Logistics, now one of the largest private freight carriers and 10th largest user of inter-modal rail containers in North America today. Ron also quickly realized that companies in Asia could become a threat to his business model, and in 1984 he established Ashley's overseas manufacturing and distribution capabilities.

After ownership and management were restructured by Ron in 1976 and 1982, Arcadia Furniture and Ashley Furniture merged into one company: Ashley Furniture Industries, Inc. Ron's determination and expertise were the driving force in laying the groundwork for one of the most incredible success stories in the history of the furniture industry.

Since the establishment of Ashley Furniture, the company has reinvented itself 14 times. Ashley has always been focused on manufacturing, product, logistics, innovation, and customer service. In today's high tech culture, we are introducing innovative initiatives to every area, including e-commerce, new store design and throughout 17 million sq. ft. of manufacturing and distribution space. Ashley is the largest furniture company in the world, with sales exceeding \$5 billion in 2016, eclipsing the sales of the next ten manufacturers combined. Additionally, the Ashley HomeStores network does approximately \$4 billion in retail sales annually since 2014.

Ron has been married to his wife Joyce since 1961. Together in 1998 they started the Ronald & Joyce Wanek Foundation making personal gifts of tens of millions of dollars to a multitude of their favorite causes, including the furniture industry, education, helping children in need, the arts, honoring our Veterans, and medical research - with a focus on finding cures to some of our most horrendous diseases. Most recently, the Wanek family created a \$50 million cornerstone foundation grant to The City of Hope to find a cure for type 1 diabetes. Additional grants for medical research include tens of millions of dollars to The Mayo Clinic Heart Research Program, St. Jude's Children's Research Hospital, and other medical research organizations across the country.

Today, Ashley is a family company. Ron's son Todd is CEO of the company. Ron's other two children and three grandchildren are actively involved in the company's day to day operations.

### Recognized for the following achievements:

Wisconsin Entrepreneur of the Year  
Ernst & Young  
National Finalist Entrepreneur of the Year  
Ernst & Young  
Innovator of the Year  
Woodworking Machinery Industry Assn.  
Leadership Award  
Furniture Today  
Spirit of Life Award  
City of Hope  
Pillar of the Industry  
International Home Furnishings Reps Assn.  
American Heritage Award  
Anti-Defamation League  
Lifetime Achievement  
American Home Furnishings Association  
Master of the Game  
Furniture Today  
Honorary Recognition  
Wisconsin Foundation of the Arts  
President & Chairman  
American Home Furnishings Association  
Supplier of the Year  
Furniture Today  
Distinguished Service  
American Home Furnishings Association  
Industry Patriot  
Regency Home  
Hall of Fame  
Wisconsin Business  
Distinguished Service - Community  
Deloitte 75  
Florida Council of 100  
Family Dynasty Award  
Furniture Today  
2017 Philanthropist of the Year Award  
National Speakers Association

**Ron Wanek was inducted into the Furniture Hall of Fame in October 2006.**

**In 2015, Ron received an Honorary Doctorate in Business from High Point University.**

“Sustained success is rooted in a culture defined by innovation, continuous improvement and mentoring.”

- Todd Wanek

# FURNITURE IS OUR PASSION



## Great product design doesn't end with a great sketch.

Talented and ambitious, our engineers and designers **travel the world to gain an understanding of the latest trends and emerging materials and technologies**, working closely with one another to assure that the product is properly executed. This approach contributes to Ashley's ease of manufacturing, cost control and speed to market.



**Ashley's in-house designers & engineers** react quickly to consumer trends.

“ If it doesn't add value...ELIMINATE IT.”

# GETTING IT RIGHT THE FIRST TIME



Products are reviewed at all stages in our supply chain to ensure consistent quality, design, and value.



## We design it

Perfect pieces for every major room in the home.



## We build it

17,000,000 square feet of manufacturing and distribution capacity.



## We stock it

Our product is shipped locally to retailers from the closest distribution warehouses to help keep shipping and delivery time to a minimum.



## We ship it

The largest industry transportation fleet carefully delivers product to the store in one of our many state-of-the-art air-ride trailers.



## We deliver it

We deliver value. From the manufacturer floor to the retail store to the homeowner's door, every day.



## We improve it

Ashley's continued growth is predicated on its management model of continuous improvement which focuses on "systems thinking" to improve quality and efficiencies, while reducing cost.

# COMPANY TIMELINE



## Since 1945

founded with a belief that furniture could be made a better way.

### OUR HISTORY

#### 1945

Carlyle Weinberger founded Ashley Furniture Corporation as a sales organization with headquarters in Chicago, Illinois.

#### 1970

Arcadia Furniture - Ron Wanek with 35 employees opens his first manufacturing facility in Arcadia, WI. The company specializes in occasional tables in its 35,000 sq. ft. building.



#### 1984

As imports take over the table business, Ashley converts to making bedroom furniture.



Ashley begins overseas trading and manufacturing.

#### 1986

Millennium Concept: Ron Wanek and his design team develop a unique polyester finishing technique that gives wood furniture an impeccable luster. This is the largest product line investment ever made in the furniture industry.

### 1970's

#### 1974

The furniture company develops its own transportation fleet.



#### 1976

Major ownership and restructuring occurs. The company rebirths product lines, and expands and retools its facilities.

### 1980's



#### 1982

Arcadia Furniture and Ashley Furniture merge into one company - Ashley Furniture Industries, Inc. Corporate offices are relocated from Chicago, Illinois to Arcadia, Wisconsin.

#### 1988

Ashley introduces formal and casual dining rooms, and mixed media furniture with various combinations of glass, marble, steel and wood.



“Our first responsibility is to our customers.



**MILLENNIUM**  
by **ASHLEY**

*"Most Innovative Product of the 1980's"*  
Jerry Epperson - Furniture Today



**1994**

Ashley adds upholstery to its product lineup.



**1996**

Ashley introduces leather upholstery.

**2000**

First International Ashley Furniture HomeStore opens in Aichi, Japan.

**2005**

Ashley becomes the world's largest manufacturer of furniture.

**2006**

Ashley Furniture HomeStore becomes the #1 selling furniture store brand in the world.

**2009**

Ashley launches mattress line: Ashley Sleep.

1990's

2000's

**1992**

Ashley's intermodal rail yard is established, the only one in Wisconsin and one of seven private yards in the U.S.



**1997**

First Ashley Furniture HomeStore opens in Anchorage, Alaska.

Ashley introduces motion upholstery, including recliners.



**2002**

Ashley establishes powerhouse manufacturing and distribution facility in China.

**2007**

Ashley Furniture HomeStore passes Wal-Mart to become the #1 retailer of furniture and bedding in the United States.

Their level of satisfaction will decide our fate.”

- Todd Wanek

## 2012

Ashley accelerates the expansion of its international retail presence.

## 2015

Ashley launches its Omni-channel platform to address the needs of today's consumer.

Ashley launches Ashley Express next-day delivery, with sights on same-day delivery.

Ashley establishes Ashley HomeStore Retail Operations Headquarters at Ybor City in Tampa, Florida.



## 2016

Outdoor by Ashley includes various styles of dining sets, fire pit chat sets and umbrellas.



Largest e-commerce initiative for any manufacturer in the furniture category to support our retailers.

## 2017

On January 15th, Ashley HomeStore reaches 700 stores.

## 2010's



## 2015

Ashley launches new www.ashleyhomestore.com site with product pricing, information and purchase transaction functionality.

Establishes new manufacturing and distribution facility in Mesquite, Texas.

On December 16th, Ashley HomeStore reaches 600 stores.



## 2016

Ashley HomeStore establishes new 6.0 brand standard for store interiors and facades.

New Ashley HomeStore logo is unveiled and brand implementation begins.



# OUR HISTORY

## 1945

Carlyle Weinberger founded Ashley Furniture Corporation as a sales organization with headquarters in Chicago, Illinois.

Founded with a belief that furniture could be made a better way.

SINCE  
1945



In 1970, Ron Wanek founded Arcadia Furniture in Arcadia, WI with 35 employees. The company's facility was a 35,000-square-foot factory that manufactured 11 types of occasional tables, and had revenue of \$350,000 in its first year.



Original management team - 1971.



The original plant in Arcadia, WI opened in 1970 (35,000 square feet).



### Manufacturing plant expected to begin production next week

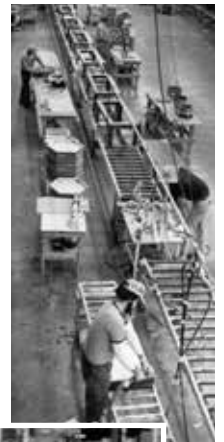
ARCADIA, Wis., Aug. 25. (AP)—Ron Wanek, president of the new high-pressure laminate table top plant, said today that the company expects to begin production next week. The plant, which is expected to produce 11 types of occasional tables, is located on the corner of Highway 10 and Highway 100 in Arcadia. The plant is expected to produce 11 types of occasional tables, and has a revenue of \$350,000 in its first year. The plant is expected to produce 11 types of occasional tables, and has a revenue of \$350,000 in its first year. The plant is expected to produce 11 types of occasional tables, and has a revenue of \$350,000 in its first year.



Assembly lines were constantly rearranged to improve efficiencies. Employees at all levels were regarded as "agents of change".



Ron Wanek talks to employees about changes in the business ownership - 1976.



Throughout its history, Ashley has consistently invested in new and innovative equipment.



Much of the early equipment was designed, built, and maintained by Ashley's staff, a tradition that continues today.



# OUR COMPANY



# STRIVING FOR PERFECTION



- Manufacturing continues to be a major focus of reinvestments and improvements.
- Modern, state-of-the-art super plants worldwide.
- Industry-leading, high-speed automated equipment and manufacturing systems.
- **Approximately 400 acres under roof of manufacturing and distribution capacity worldwide.**
- World's largest upholstery plant in Ecru, Mississippi.
- Largest casegoods production plant in the U.S.
- Regional manufacturing and distribution centers in California, Florida, Mississippi, North Carolina, Pennsylvania, Texas and Wisconsin.
- Partnered with best-in-class suppliers.
- World's most innovative production equipment for consistent product quality and value.
- **Global manufacturing systems and processes improve quality, reduce cost and increase throughput to promote our retailers profitability and growth.**
- Low cost manufacturing promotes customer pricing and quality advantages.
- **Over 450 diversified assembly lines are capable of quick changeovers to better serve our retailers' rapid changing product requirements.**
- Worldwide product testing and quality control laboratories.
- Committed, disciplined and talented team focused on continuous improvement.
- **#1 searched furniture term on Google in the U.S.**
- North America's largest importer of furniture and 12th largest user of containers in the U.S.
- Over 7,000 SKUs.
- **Over 30 million pieces sold annually.**
- Ability to deliver to 95% of North America weekly.
- Global supply chain.
- Industry leading marketing solutions.
- 2016 largest e-commerce initiative for any manufacturer in the furniture category to support our retailers.

## 14 Major Rebirths

1970 - Occasional Tables

1972 - Wall Systems

1983 - Bedroom

1984 - Global Sourcing

1985 - Dining Room

1986 - Millennium Line

(Largest product line investment  
ever made in the furniture industry)

1994 - Upholstery

1996 - Leather Upholstery

1997 - Recliners

1997 - Motion Upholstery

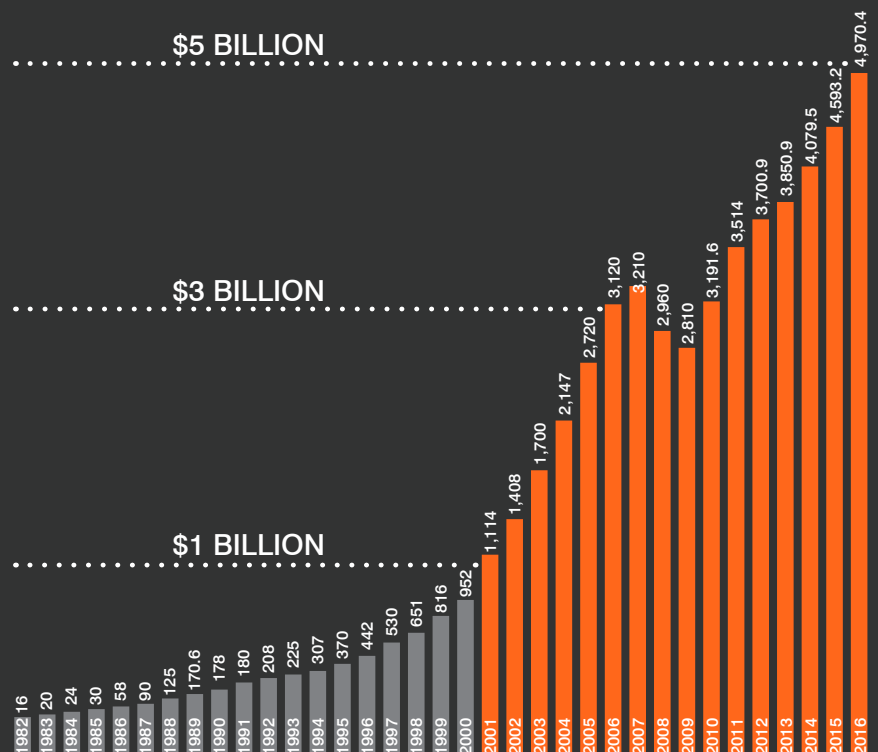
2009 - Mattresses

2014 - Omni-Channel

2015 - E-commerce

2016 - Outdoor Furniture

### CONSISTENT SALES GROWTH



From 1982 - 2007 Ashley experienced an Average Compounded Annual Organic Growth Rate of 19.6%

REACHING THE BILLION DOLLAR GOAL IN 2001

Dr. Nido Qubein, International motivational, educational and leadership speaker. Speaking to Ashley Furniture management.

# OUR LEADERSHIP



“ We are a sunrise company  
not a sunset company.”

## The Right Stuff

Our sales organization is primarily made up of independent marketing specialists.



Our independent marketing specialists are not Ashley employees, and we wouldn't have it any other way. As business owners and entrepreneurs themselves, they speak the same language as our retail partners – the language of owning and running a business. Knowledgeable, passionate and efficient, they are focused to help their retailers in all aspects of their business. Equipped with the best tools in the industry, these marketing specialists are unsurpassed in market expertise to help our retailers “do more business” every day.

# EVERYTHING FOR THE HOME



## 19 PRODUCT CATEGORIES

Occasional Tables  
Wall Systems  
Bedroom  
Youth Bedroom  
Dining Room  
Stationary Upholstery  
Motion Upholstery

Stationary Leather  
Motion Leather  
Recliners  
Outdoor  
Entertainment  
Top of Bed  
Home Office

Lamps  
Rugs  
Accents  
Accessories  
Mattresses  
Pillows

“ We strive for nothing less than earning the loyalty and trust of our customers every day.”

- TODD WANEK

# ASHLEY: YOUR FURNITURE



Over 30 million pieces of Ashley furniture are invited into homes worldwide.

- The core foundation of success in **business** must be **customer-centric**.
- Ashley's operational excellence, superior consumer-driven product designs, and powerful marketing tools and strategies translate into a clear competitive advantage for Ashley's retail partners.
- The Ashley brand has appeal across multiple age and income segments, and Ashley is featured in **millions of television, internet, radio, newspaper and direct mail pieces annually**.



“It’s all about throughput baby.”

- Ron Wanek

# LOGISTICS LEADER



- Ashley’s supply chain management system directs every variable that goes into making and moving product.
- Delivery capacity of the industry’s largest fleet is paired with an inter-modal rail transport system to reduce freight costs and stay on schedule.
- **Reduced inventory** on component parts provides competitive pricing.
- Sourcing components globally through worldwide offices.
- Planned inventory levels ensure constant, timely supply of product.
- **Increase on-time delivery.**
- **Reduced operating expenses.**
- State-of-the-art wireless bar code scanning technology deploys “task directed” instructions that are optimized for the efficient put-away, picking, loading and delivery of finished goods.



At 1,320 ft.,  
our longest aisle  
is more than  
4 football fields!



One of the most sophisticated and efficient logistics systems in the world lowers customer costs.



# Global Logistics

No one delivers across North America and around the world like Ashley.



- The only furniture company in the country that delivers throughout the U.S. in 2 days or less.
- **Capable of delivering to 95% of North America weekly.**
- **Over 30 million pieces of furniture delivered to homes annually.**
- Over **800 tractors** and **3,500 trailers** make up the industry's largest fleet and electronic load tendering Ashley carrier network.
- Our drivers relish their role of company ambassadors, putting safety and professionalism first.
- **Air-ride suspension protects product from damage and provides comfort for our drivers.**
- Advanced dispatch and routing system improves on-time delivery, using the most efficient routes to reduce mileage.
- Regionally located, superior truck shop maintenance facilities produce equipment out service rates that are 1/3 the national average.
- **One of Transport Topics Top 100 private carriers - 53rd largest private carrier.**  
- **We are the largest private carrier of all manufacturing companies.**
- **1 of 7 privately-owned inter-modal rail yards in the United States.**
- Frequent deliveries of mixed truckloads keep product flowing throughout the supply chain and straight to the consumer's home.
- Our retail partners are able to reduce inventory levels and bring savings straight to our customer.
- The Ashley Fleet presents over 6 billion consumer impressions each year.
- During a typical year, Ashley's fleet travels the equivalent of approximately 160 trips to the moon and back.
- Ashley handles in excess of 80,800 containers per year that are shipped around the world.

## Designed For You And Your Family

State-of-the-art worldwide testing labs help bring quality & design to your home.

We realize it is a privilege for our products to be invited into our customers' homes and we strive to exceed their expectations.

- State-of-the-art worldwide physical testing labs allow us to continually analyze the quality of our raw materials, construction methods and finished products.
- Ashley prides itself on always being on the cutting edge of manufacturing technology.
- Finished products undergo extensive critical evaluations for durability, appearance, feel (hand) and overall performance.

## Developing new & superior product quality standards.



Ashley prides itself on always being on the cutting edge of technology for the 19 products categories they design, engineer and manufacture.

**Quality testing labs in Arcadia, Wisconsin; Ecu, Mississippi; Leesport, Pennsylvania; Advance, North Carolina; Shanghai, China and Vietnam** stay in constant communication as tests and product standards are developed and executed both in the lab and on the factory floor.

Ashley's objective is **100% out of the box quality** and we work toward that goal every day.

## Key To Success

Through effective management of production and the flow of inventory - throughput - retailers increase profits substantially without increasing prices to consumers.



A



B

**EXAMPLE:** Two chairs. Same price. Same gross margin. Same unit sales per month. Which chair do you want to sell?

	CHAIR A	CHAIR B
Selling Price	\$200	\$200
Cost	\$100	\$100
Gross Margin	\$100	\$100
Gross Margin Percent	50%	50%
Sales per Month	100 units	100 units
Reorder Lead Time	14 days	140 days
Average Inventory	50 chairs	400 chairs
Gross Margin per Chair	\$100	\$100
Gross Margin x 100 Chairs/Mo.	\$10,000	\$10,000
Annual Gross Margin-12 Months	\$120,000	\$120,000
Inventory (Avg. Inventory x Cost)	\$5,000	\$40,000
<b>GMROI</b>	<b>\$24</b>	<b>\$3</b>

**GMROI = annual gross margin \$ divided by average annual inventory at cost \$**

**GMROI— Gross Margin Return On Investment—** is an essential retail performance indicator.

Key to the successful management of GMROI is the successful management of a retailer's largest investment— inventory. By keeping stock tight and lean, turn rates are higher and profitability increases.

Largest investment of capital in the U.S. furniture industry, totaling over one billion dollars invested 2014 to 2016.

# ASHLEY SUPER PLANTS



## Building On A Strong Foundation

More than 17,000,000 sq. ft. (400 acres under roof) of manufacturing and distribution capacity to furnish homes across the globe.

Ashley's approach is continuous quality improvement.

- Over 400 acres of US manufacturing and distribution capacity under roof.
- The world's most advanced manufacturing technologies and equipment in all facilities.
- A highly skilled workforce focused on exceeding the expectations of our customers.

# ALL AROUND THE WORLD



“We believe in recent years, Ashley has invested more in its U.S. manufacturing facilities than all other U.S. furniture companies combined.” - Todd Wanek



ORIGINAL PLANT

Arcadia, WI: Est. in 1970 - 35,000 sq. ft. - TODAY - Nearly 2,900,000 sq. ft. 67 acres under roof on a 175-acre site



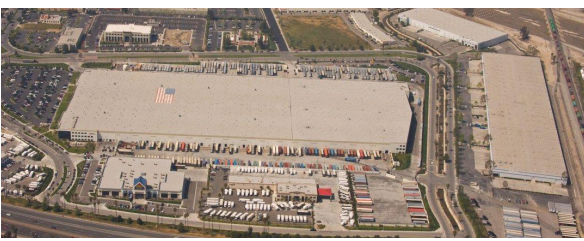
ORIGINAL PLANT

Ecru, MS: Est. in 1994 - 129,180 sq. ft. - TODAY - Nearly 2,000,000 sq. ft. 46 acres under roof on a 100-acre site



ORIGINAL PLANT

Whitehall, WI: Est. in 1987 - 26,000 sq. ft. - TODAY - 160,000 sq. ft. 4 acres under roof on a 35-acre site



Colton, CA: Est. in 2001 - 556,769 sq. ft. - TODAY - 1,296,000 sq. ft. 30 acres under roof on a 85-acre site



Brandon, FL: Offices & Distribution Center  
Est. in 2004 - 120,000 sq. ft. 3 acres under roof on a 40-acre site



Ripley, MS: Est. in 1999 - 380,000 sq. ft. - TODAY - 615,000 sq. ft. 14 acres under roof on a 35-acre site



Leesport, PA: Est. in 2004 - 1,720,000 sq. ft. 29 acres under roof on a 172-acre site



Verona, MS: Est. in 2013 - 275,320 sq. ft. 6 acres under roof on a 32.4-acre site



Mesquite, TX: Est. in 2015 - 442,035 sq. ft. (1,000,000 sq. ft. when completed) 10 acres under roof on a 30-acre site



## THIS WILL BE ASHLEY'S LARGEST

Furniture Manufacturing  
and Distribution Facility  
in the World

When completely built.



Redlands, CA: Est. in 2006 - 1,100,000 sq. ft. 25 acres under roof on a 35-acre site



Satillo, MS: Est. in 2017 - 833,854 sq. ft. 19 acres under roof on a 61-acre site

## Mid-Atlantic Manufacturing and Distribution Facility Advance, NC

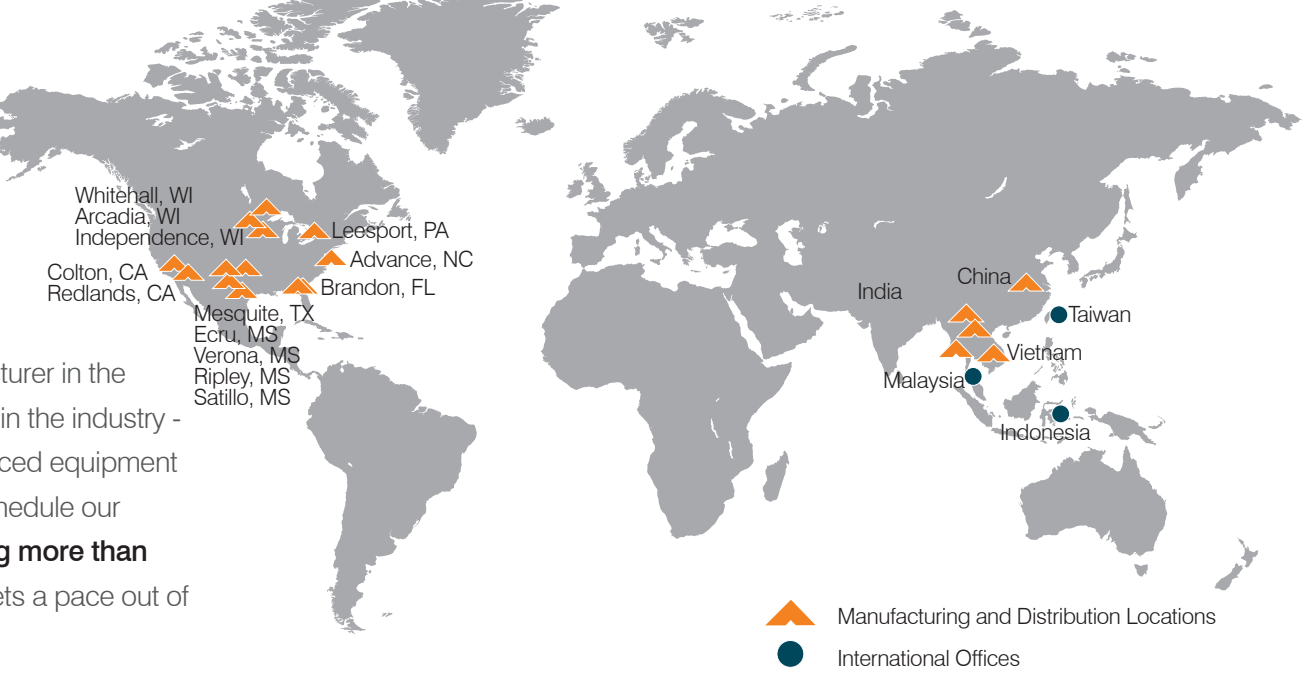
668 Acre Site

2.8 Million sq. ft. Existing/Under Construction  
1.00 Million sq. ft. Phase 2 Future Construction

3.8 MILLION Sq. Ft.  
When Completed

World-class manufacturing  
generates world-class  
customer service.

While Ashley is the largest home furnishings manufacturer in the world, we continue to have the most agile operations in the industry - combining a highly skilled workforce, the most advanced equipment available, and incredible computer optimization to schedule our facilities for maximum speed and flexibility. **Exceeding more than 100 WIP (Work in Progress) turns a year**, Ashley sets a pace out of reach by others in the industry.



## Global Reach Delivers Customer Value



My Phuoc 3 Ip, Vietnam:  
14.5 acres under roof (631,620 sq. ft.)  
18.5 acre site



Binh Duong City, Vietnam:  
11.5 acres under roof (500,000 sq. ft.)  
19 acre site



Kunshan, China  
47 acres under roof (1,548,000 sq. ft.)  
85 acre site



Binh Duong City, Vietnam:  
6.5 acres under roof with  
2 two-story factories (283,140 sq. ft.)  
6.8 acre site



Tan Uyen Town, Vietnam:  
10 acres under roof (435,600 sq. ft.)  
40 acre site

A large crowd of people is gathered in front of the Ybor City Theatre, a historic building with ornate architectural details. In the foreground, a large white truck with the Ashley Furniture logo and the text "America's Largest Selling Furniture Brand" is parked. The scene is framed by two large palm trees on either side. The overall atmosphere is one of a busy, public event.

# OUR BRAND COMMITMENT



Ashley Global Retail, Ybor City Tampa Bay, Florida. A 76,000 sq. ft. facility dedicated to e-commerce, marketing and sales for the Ashley Furniture Brands

Ashley understands that our customers expect a seamless experience, and technology plays a large part in delivering this experience. With this in mind, we have invested over \$300,000,000 in technology over the last five years with over 600 employees dedicated to servicing and reducing costs, providing a better experience to our customers.

# COMMITMENT TO TECHNOLOGY



**Knowledge is Power - available 24/7.** Ashleydirect.com provides quick and easy access to the information our customers need to run their business. Ashleydirect.com and its companion systems provide our customers and our independent marketing specialists with 24/7 online access to:

- Order entry with immediate availability dates
- Invoices and e-payment
- Complete product catalog
- Photography downloads
- Product availability
- Product training
- Historical sales information
- Contact links to Customer Relations, Marketing Specialists, Credit Analysts
- And more...

**Value-driven information – packaged the way you like it.** Our technology provides our customers with the tools needed to maximize GMROI (Gross Margin Return on Investment). Our customers choose how they want to receive their information - by EDI (Electronic Data Interchange), by email, by fax or any combination.

**Personal Touch.** Our experienced customer service agents answer calls in an average of thirty seconds, allowing you to talk to a person, not just a computer.

**Customer Order, Distribution & Inventory System (CODIS).** This unique system was developed to provide our customers, independent marketing specialists and customer service agents with immediate information and transparency on any order at any time. Complete visibility to the order status includes the moment it is processed, loaded, in route and delivered to the customer.

**A Better Customer Experience.** Ashley launched our direct-to-consumer website in 2015, with a target to expand our brand awareness enabling our customers to have an efficient means to connect and purchase from our brand. We have also made significant investments into e-commerce, rich product content, product information management and customer relationship management, all with the goal to provide a better overall customer experience.

**Innovation.** As technology evolves in innovative areas, Ashley is making investments to keep pace with these changes. Technologies like Augmented and Virtual Reality, Artificial Intelligence, the Internet of Things (IoT), and connected devices are areas we have staffed with significant resources and have invested in to ensure we stay current; not only with our competitors, but also with increasing customer expectations.

**Ashley's Information Systems.** An expert staff combines with state-of-the-art technology to serve internal and external business partners. Ashley invests over **\$60 million dollars** in technology and system upgrades annually. These investments are required to ensure that our services, our applications and our data centers stay "world class" and ensure we continue to deliver reliable, around the clock access to all of our customers.

“We hire for attitude... We train for skill.”

# INVESTING IN OUR PEOPLE



Dedicated employees and positive attitudes make the difference.

Total company investments have exceeded **1 billion dollars over the past five years**. At Ashley, it's not just a philosophy, it's a practice. Not only do we invest in the latest design tools and production equipment, logistics and supply chain systems, we invest in our people.

**Continuous Quality Improvement is our company's management approach and it includes:**

- Job skills/training
- Management coaching
- New ideation
- Lean Manufacturing training
- Six Sigma Certification

Our team continually strives to advance, focusing on processes, statistics and leadership. Creative thinking applied to business analytics results in innovation every year.



Employees are rewarded for being agents of change.

**Over 12,000 registered IDEAs** flow through Ashley's IDEA Network system each year. Employee IDEAs save the company millions of dollars in operational costs, which are passed onto Ashley's customers in the form of lower costs and furniture savings.



1994: \$260.00

**Through our commitment to continuous improvement** to lower costs to our customers, a sofa that cost \$260.00 to produce in 1994 costs \$170.00 to produce in 2017, and it's a better sofa.



2017: \$170.00

“Our culture drives our longevity  
and our leaders drive our culture.”

# COMMITMENT TO OUR PEOPLE



## CONNECT.



### WE CONNECT.

Our leaders connect with our employees through continuous communication and support.

## DEVELOP.



### WE DEVELOP.

Our leaders develop our employees and guide them to achieve results.

## DRIVE.



### WE DRIVE.

Our leaders remove roadblocks for our employees to assist in execution and clear-the-path for high performance.



Ashley leaders connect with and develop associates to consistently drive results. This is the foundation of our commitment to developing leaders at all levels, because strong leaders develop and attract strong leaders.

# OUR COMMITMENT TO EDUCATION



## **W**ANEK SCHOOL OF BUSINESS LEADERSHIP

is where Ashley Leaders come together to learn from each other. At The Wanek School of Business Leadership, we provide an inspiring experience where our Educators facilitate, connect, and develop the Ashley Leaders of today and tomorrow.

At Ashley, we will help you learn by doing.

# 10%

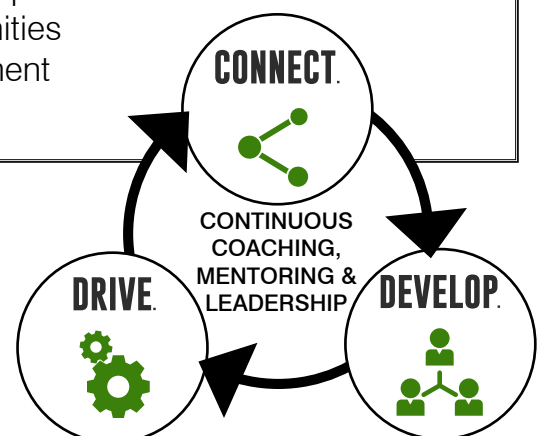
- Just-in-time learning (webinars & white papers)
- Online learning modules
- Classroom education
- Distant learning courses
- On-the-job functional skills

# 70%

- Challenging job assignments that develop competencies
- Stretch opportunities
- Candid assessment and feedback

# 20%

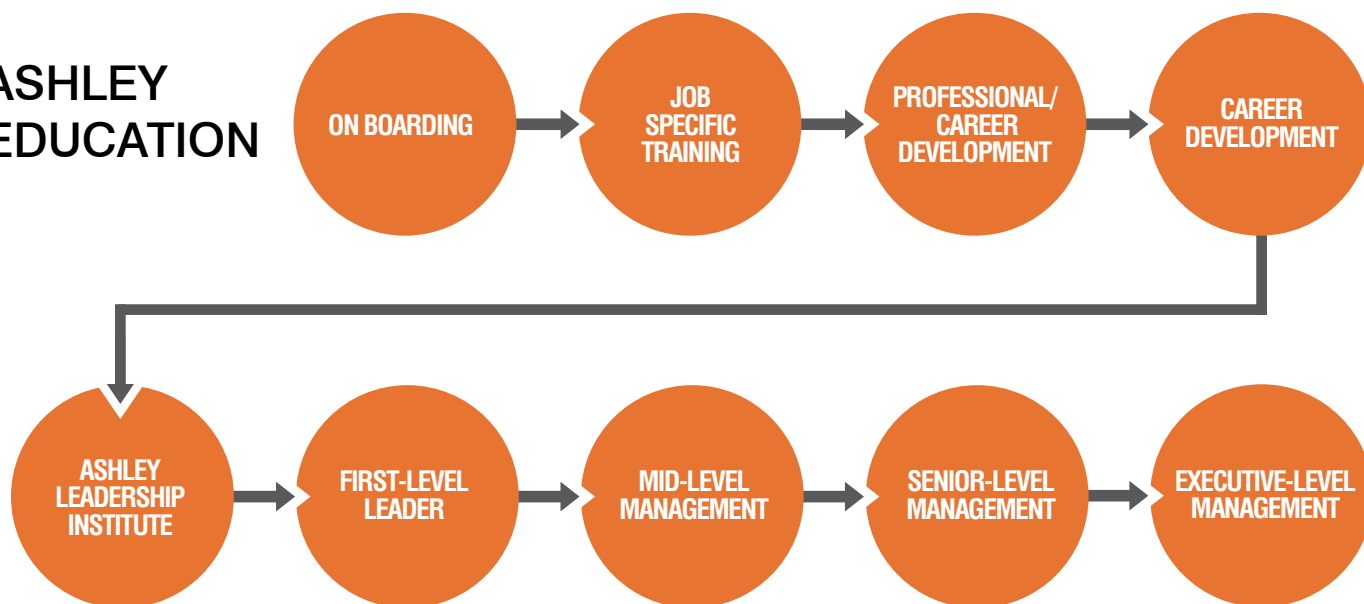
- Coaching
- Mentoring
- Follow-up



# EMPLOYEE GROWTH AND DEVELOPMENT



## ASHLEY EDUCATION



We are invested in our employees' success. Their unique talents, their continuous development and their contribution to our team will continue to make Ashley the best furniture company. We train for the best and we expect the best.

- Job Specific Training: Programs designed for newly hired front-line employees in Manufacturing, Distribution, and Logistics.
- Professional and Career Development
  - We are moving from a traditional compliance-driven, one-size-fits all learning system to an employee-owned, career-driven, personalized formal and informal ecosystem.
- Continuous Performance Management that drives aligned goals and individual development to help us achieve our strategy.
- Company wide tuition reimbursement to further employee educational goals.

We solicit the best educational, motivational and training individuals to challenge us to be **the best furniture company.**

- Dr. Nido Qubein
- Tony Robbins
- Dr. Peter Diamandis
- Ed Viesturs
- Tim Grover
- Jay Abraham
- Scott Galloway
- Tim Thompson
- Chris McChesney

“ We are a dirty fingernail company.”

- Todd Wanek



## We believe...

The visions of the future are in the minds and capabilities of our people today and those who will be associated with us tomorrow - both associates and customers. We focus our resources and attention on what we do not know rather than what we already know.

“We believe in people and that people work for people.”

- Ron Wanek

## We measure...

**Ourselves not by the standards of the past (how far we have come) but by visions of the future (how far we have to go).** We do not allow the past to serve as a restraint on the future. The fact that something has not worked in the past does not mean that it cannot be made to work in the future. The fact that something has worked in the past does not justify its future existence.

“You get what you inspect,  
not what you expect.”

- Ron Wanek

## Looking Forward



**While the U.S. furniture industry has closed hundreds of plants and eliminated hundreds of thousands of U.S. jobs, Ashley is charting a course for long-term growth and success.**

**People are our most important resource.** Ashley recognizes that every employee holds an important key to the company's success no matter what part they play in it. By sharing their vast knowledge and practical experience with the next generation of Ashley workers, Ashley Furniture is charting a course for long term success. **Along with knowledge and experience, the most important ideal being handed down is the passion for improving.** This attitude has become a part of Ashley's culture and has propelled the company forward as it breaks new ground every day in its quest to be the best furniture company.

“Every City, County, State and Nation

# A POSITIVE BALANCE OF TRADE



Every city, county, state and nation wants a positive balance of trade – bringing money into their region, boosting their economy, and increasing their tax base through the creation of businesses, jobs and quality services. **Ashley supports more than 7,000 U.S. suppliers** and Ashley's employees support thousands of additional businesses. These businesses create and support thousands of additional jobs and businesses. This phenomenon is repeated again and again. In economics it is called the ripple effect and is most commonly associated with manufacturing. One manufacturing job creates 3.4 additional jobs and tens of thousands of dollars in economic activity.

## The Ripple Effect

Ashley contributes over **\$2.5 billion** annually to the U.S. economy in the form of employee payroll and benefits, purchases and capital investments, taxes and utility expenses. If these **dollars turn over 3.6 times\*** as they circulate within the country, this equates to **\$11.5 billion** in annual economic activity.



“A rising tide lifts all boats.”

SUPPORTING  
MORE  
THAN **7,346**  
VENDORS & U.S. BUSINESSES

**\$11.5 billion**  
OVER ECONOMIC IMPACT

\* For every dollar of domestic manufacturing value-added, another \$3.60 of value-added is generated elsewhere.  
Source(s): MAPI Foundation and Inforum, NAM

wants to bring money into their area”

## Ashley sells furniture in 123 Countries



## Business Creates Business

In addition, thousands of jobs have been created through the ripple effect of the business that is generated by Ashley's suppliers. These businesses have created thousands of additional jobs and buy a lot of supplies that create even more jobs... all as a result of Ashley's business.

**3.4** JOBS  
CREATED\*  
BY ONE MANUFACTURING JOB



ASHLEY HAS CREATED  
OVER **17,000** JOBS IN THE U.S.

For Ashley, environmental stewardship begins at home. We continually seek to recycle, reuse and replenish every day.

# ASHLEY'S ENVIRONMENTAL EFFORTS



## Restoring, protecting & enhancing our environment.

Ashley restored and enhanced wetlands totaling more than 87 acres, including farm land and an area formerly zoned as industrial, at a cost of more than \$1.2 million. The objective of the site was to restore wetland hydrology and establish native wetland communities in association with the Upper French Creek floodplain. The entire wetland enhancement and restoration area was seeded with a native wet/sedge meadow seed mix and over 43,000 live plant plugs were installed. Eight acres were planted with trees characteristic of a southern lowland forest. Invasive species have been identified and efforts to eradicate them have been very successful. This project will be completed in 2018.

**These investments allowed Ashley to maintain and expand its Arcadia manufacturing facility, enabling us to provide nearly 5,000 jobs for Wisconsin workers and to continue support for more than 80 Wisconsin subcontractors who provided additional jobs.**

Ashley helps students learn about wetland creation.



## Every year Ashley recycles

- 280,549 tons of wood by-products
- 1,539 tons of metal
- 125 tons of office paper
- 5,800 light bulbs
- 13,206 pounds of computer equipment
- 536 tons of plastic film
- Over 540 trailers of corrugated cardboard
- 100 tons of high density styrofoam
- 170 tons of vinyl
- 276 tons of bedding poly-foam
- 6,001 tons of upholstery poly-foam.
- 12,500 gallons of used oil per year is recycled and refined.

## Sustainable Practices

- Wood as boiler fuel: Replaces 25 million cubic feet of natural gas
- Clean burning natural gas is used for building heat and upholstery ovens
- All of our finishes and most of our adhesives are water based which allows us to clean with water instead of petroleum-based solvents
- We have realized a 95% reduction in our waste stream since 1994

## When “White” is Green

Ashley paints its plant interiors bright white which saves up to 40% on lighting energy costs and creates a nicer work environment. Ashley has made an initial investment of over \$1 million in painting our new plants and additions, which will reduce energy costs forever.

Ashley building rooftops have been retrofitted with highly reflective material and increased insulation which reduces the amount of energy needed for heating and cooling. Ashley has installed 350 solar light pipe devices and added windows to introduce natural light into the factories, reducing lighting requirements and improving the working environment in all facilities. Lighting in plants continues to be upgraded to new energy efficient lighting such as LED lighting.

On manufacturing machinery, standard motors, have been replaced with super-efficiency motors and variable frequency drives which reduce energy usage by more than 25%.

## Trees...Trees...Trees!

- Over 800 trees planted in community programs
- Over 1,000 trees and shrubs planted on the Arcadia campus
- Thousands of trees distributed for annual Arbor Day observance


## Energy Saving Projects

- 350 solar light pipe devices have been installed to reduce lighting requirements
- Lighting in plants has been upgraded to new energy efficient fluorescent lamps
- Began use of occupancy sensors which turn lights off when not needed
- Standard motors have been replaced with variable frequency drives which reduce air compressor energy usage
- Plant roofs have been retrofitted with anti-reflective material and more insulation – reducing the amount of energy needed for heating and cooling

## Ashley's Green Fleet

We continue to update our fleet with modern tractors which are designed with an aerodynamic cab design, aluminum wheels, fairing systems and aluminum trailer components to lighten vehicles and eliminate drag. We have installed Auxiliary Power Units (APUs) in our trucks to reduce fuel consumption, emissions, and reduce engine idle time by 30% while maintaining the in-cab environment.

We have switched to synthetic oil to reduce the number of oil changes and waste oil by nearly half. We use retread tires vs all original tires to reduce waste and cost. We utilize the largest dock height trailers allowed for maximum hauling efficiencies.

A young girl with blonde hair is hugging a large brown teddy bear. She is looking towards the camera with a slight smile. The background is a soft, out-of-focus white.

Understanding that the health of our world is also reliant on science, Ashley and the Wanek family have long focused on medical research and the benefits it can bring to so many people.

The family has raised and made personal gifts of tens of millions of dollars toward medical research organizations, including City of Hope, St. Jude Children's Research Hospital and the Mayo Foundation for Medical Research.

Additionally, many of Ashley's employees donate to local hospitals, charities and foundations throughout the country.

# OUR COMPASSION



“Our hope is that our company’s philanthropy will inspire additional acts of goodwill.”

- Todd Wanek

## A POSITIVE COMMUNITY IMPACT



Enhancing the communities where we have a presence.

Ashley has always had a proud sense of its history and the wisdom to know what made it great. **Our company continues to strive toward enhancing its communities by working to improve their infrastructure and community services.** Ashley’s presence in a community and its economic impact in an area aid local government efforts to garner grants, tax-advantaged financing, and other incentives. **Ashley contributes millions of dollars annually to local and national charities, seeking to improve the lives of people around the world.**

Ashley has a long history of supporting medical research organizations including:



# FUNDING RESEARCH



*"The program that our family supports is both innovative and unprecedented in the medical field, and we have absolute faith that this program will ultimately find a cure for diabetes."*

- Cameron Wanek



A cornerstone donation for \$50 million was made by the Wanek Family to the City of Hope research project to cure diabetes in six years. After extensive research, the Wanek family decided that the City of Hope team was the best place to finally drive us to the cure for type 1 diabetes. The project will create a series of highly-focused programs based at City of Hope that will use an integrated approach to curing type 1 diabetes, which affects more than 1.5 million Americans. The Wanek Family Project to Cure Diabetes Team will focus on three core areas: immune modulation, expansion & replacement, and diabetes complications. It is also believed that some of the research may be useful in treating type 2 diabetes, a growing problem that affects more than 25 million people in the U.S. alone.



The Todd and Karen Wanek Family Foundation at Mayo Clinic, supports research into how and why heart disease develops and progresses and into potential cell-based therapies to repair heart tissue.



Recognition plaque located at concourse area in Mayo Clinic Building in Rochester, MN

Founded in 2010, the Todd and Karen Wanek Family Program for Hypoplastic Left Heart Syndrome is a collaborative network of specialists bonded by the vision of delaying or preventing heart failure for individuals affected by congenital heart defects, including Hypoplastic Left Heart Syndrome. The specialized team is addressing the various aspects of these defects by using research and clinical strategies ranging from basic science to diagnostic imaging to regenerative therapies.

Mayo Clinic's Todd and Karen Wanek Family Program for Hypoplastic Left Heart Syndrome and Children's Hospital of Philadelphia are collaborating to delay and prevent heart failure for Hypoplastic Left Heart Syndrome, a rare and complex form of congenital heart disease in which the left side of a child's heart is severely underdeveloped.

The consortium aligns regional centers into a nationwide collaboration led by the Todd and Karen Wanek Family Program for Hypoplastic Left Heart Syndrome at Mayo Clinic to accelerate innovation on Hypoplastic Left Heart Syndrome, discovery sciences, and clinical expertise by investing local resources back into research. The program seeks to work with five to seven regional centers across the U.S. to fund the development of cell-based innovative research opportunities to transform the lives of people living with Hypoplastic Left Heart Syndrome.

# FUNDING TECHNICAL EDUCATIONAL PROGRAMS



## Education is another family and corporate priority.

We identify and implement funding projects that create programs at all levels of education to enable students to pursue multiple careers in Science, Technology, Engineering and Math (STEM) for business and industry.

**Ron and Joyce Wanek and Todd and Karen Wanek have been particularly involved in supporting educational programs in STEM throughout Ashley's facility area Grade Schools, High Schools, Community/Tech. Schools, Colleges and Universities.** Ashley has provided and supported these educational organizations with real world activities such as Junior Achievement's "JA in a Day", laying a foundation for future success for thousands of children.

In addition, Ashley and the Wanek family offer two different scholarships opportunities. The Ashley Grant's in Aid Scholarship recognizes children of Ashley employees and the Wanek Engineering & Design Scholarships recognizes students striving for academic success in a manufacturing or design related field of study. **To help offset the escalating costs of higher education, over 100 scholarships are awarded every year to students in California, Florida, Mississippi, North Carolina, Pennsylvania, Texas, and Wisconsin.**



- Scholarships
- Internship programs
- Funding projects
- Developing educational courses (MOOCs)
- On campus Ashley training
- Future education foundation expansion
- Adult continuing education
- Apprenticeship programs
- Career planning



Exploring how Technology and Education in Germany can inspire High Schools, Community/ Tech. Schools, Colleges and Universities curriculums.



**Western Technical College, La Crosse, WI**

Students in Western Technical College's Electromechanical Technology program received a donation for training on state-of-the-art Yakasawa robots thanks to a partnership with Ashley Furniture Industries and their contribution of approximately \$500,000.

# INVESTING IN OUR FUTURE



Ashley and The Wanek Family have awarded over \$2,000,000 in scholarships throughout the years.



Todd Wanek with scholarship recipients



Ronald & Joyce Wanek Engineering & Design Scholarship Recipients

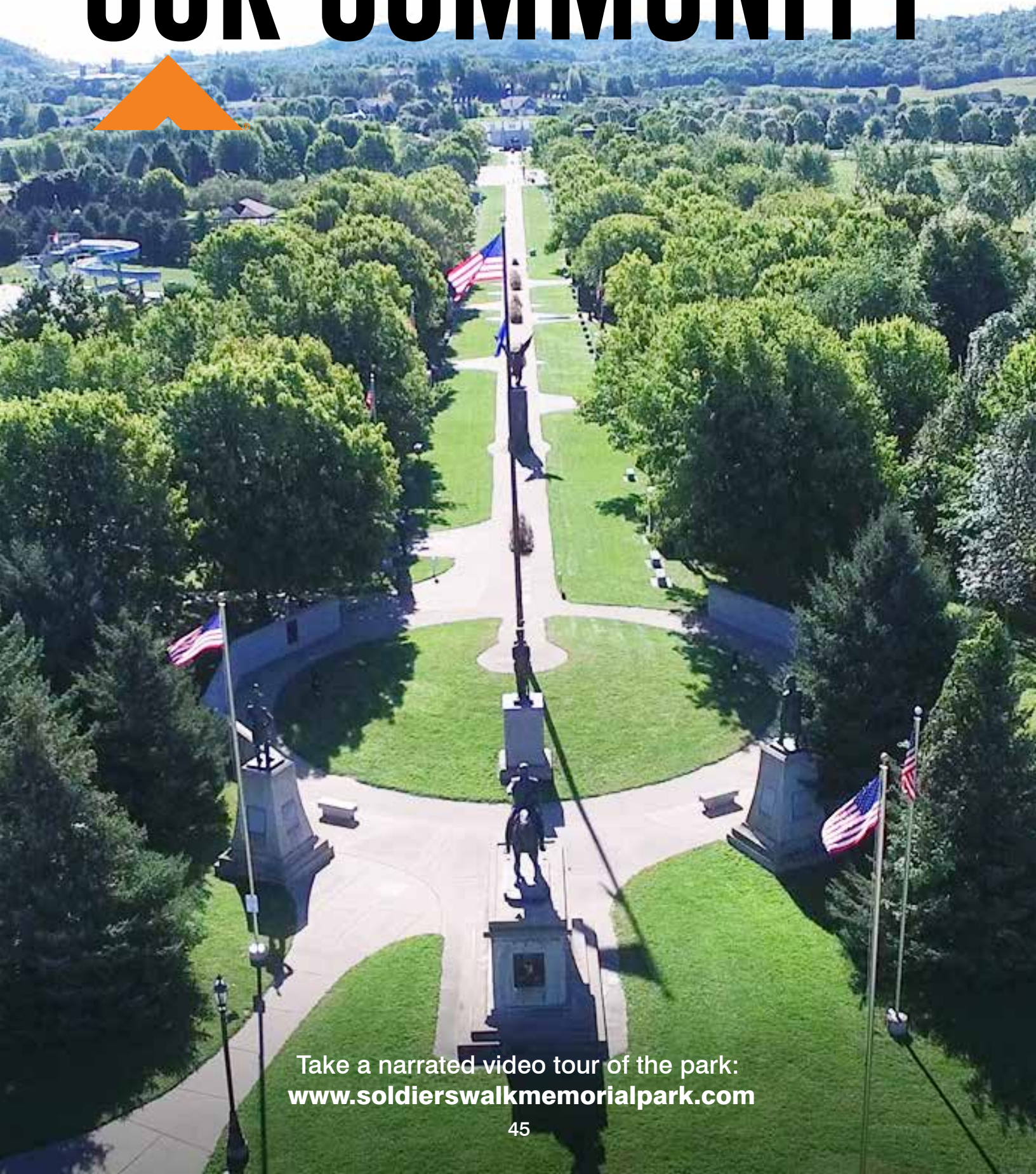
- Ashley and Ashley HomeStore donated \$1,100,000 to the Red Cross to aid Hurricane Katrina victims.
- Ashley donated \$1,000,000 in furniture to the Minnesota and Wisconsin flood victims.
- For many years, Todd & Ron Wanek have been strong supporters of Mayo Foundation Medical Research, and have donated significant amounts of money to advancing medical research in the most critical diseases.

- Ashley (Todd & Ron Wanek), as a co-chair, along with Ashley's suppliers, marketing specialists, and retail partners, have raised over \$10,000,000 for the City of Hope to aid their research efforts.
- Ashley and Ashley Furniture HomeStores raised over \$6,000,000 for St. Jude Children's Research Hospital.
- Ashley has contributed over \$2,000,000 to the non-profit Ashley's

Little Angels, which provides food, clothing, and toys to thousands of children in need during the holidays.

- Ashley contributes several million dollars annually to local and national charities, seeking to improve the lives of people in remote corners of the small communities where Ashley is located.

# OUR COMMUNITY



Take a narrated video tour of the park:  
[www.soldierswalkmemorialpark.com](http://www.soldierswalkmemorialpark.com)

Ashley volunteers have given more than ten thousand hours in planning & developing Arcadia's Memorial Park.

# A SALUTE TO ALL WHO HAVE SERVED: PAST, PRESENT & FUTURE



World War II Iwo Jima Monument



Vietnam War Monument



Persian Gulf War Monument

Among his many philanthropic contributions, Ron Wanek, Founder and Chairman of Ashley Furniture Industries, Inc., is the lead benefactor of the Avenue of Heroes/Soldier's Walk. Located at Memorial Park in Arcadia, Wisconsin, Soldier's Walk is the premier war memorial in the U.S. outside of Washington, D.C. This memorial captures all U.S. wars with monuments and memorials in chronological order along a 500 meter walk to honor those leaders and veterans who fought to give us the life and freedom we enjoy today.

Soldier's Walk also records significant events specific to the Arcadia area on 12" x 24" gray granite stones embedded in the walk. War years are represented with planters one meter in length for each year of the war.



Generals Overlook

**A twisted, scarred I-beam**, once a support for one of the World Trade Center towers, arcs into the sky. Rising between two etched memorial stones are two large granite blocks representing the Twin Towers. Engraved is the date memorializing this tragic moment in U.S. history: **9/11/2001, the day that changed America forever.**



9/11/2001 Monument

# ASHLEY FOR THE ARTS



**ASHLEY** *Arts*  
for the

One of Wisconsin's largest charity events, Ashley for the Arts, is held in Arcadia's Memorial Park every year. Ashley for the Arts is a non-profit initiative that provides the entire family with world class entertainment, art, exercise and play, promoting the work of artists from across the globe for a remarkably low cost. The charity event raises hundreds of thousands of dollars annually for more than 25 non-profit organizations, including participating schools, children's charities, medical research, and provides financial support for area cancer patients. Since Ashley unveiled Ashley for the Arts in 2009, to an audience of 300 people, annual attendance for the charity event has grown to more than 30,000. It is a nonprofit organization that is completely dependent on monetary donations, in kind services, and the efforts of its volunteers.



[www.ashleyforthearts.com](http://www.ashleyforthearts.com)

# ASHLEY'S ANGELS & HOPE TO DREAM



## ASHLEY'S ANGELS

Ashley's Angels is an all-volunteer non-profit organization that provides food, clothing, and blankets, and fills special gift requests for children in need each year. The organization has generated over \$3,000,000 in donations and benefited more than 20,000 children in Mississippi, North Carolina, Pennsylvania, and Wisconsin since 1997.



hope  
to dream



## HOPE TO DREAM

Currently, nearly 400 Ashley HomeStores are participating in Hope To Dream. Ashley HomeStore has provided over 40,000 beds to children since 2010.

Vision: We believe by helping a child sleep well, they are poised to lead a healthier and more productive life.

Mission: To help less fortunate children get a good night's sleep.

**MAIN SHOWROOM:**

WORLD MARKET CENTER  
 ASHLEY SPACE 1500/BLDG B  
 475 S. GRAND CENTRAL PARKWAY  
 LAS VEGAS, NV 89106

**SIGNATURE DESIGN:**

WORLD MARKET CENTER  
 ASHLEY SPACE 1420/50/70 BLDG B  
 495 S. GRAND CENTRAL PARKWAY  
 LAS VEGAS, NV 89106

**HIGH POINT SHOWROOM:**

IHFC (INTERNATIONAL HOME FURNISHINGS  
 CENTER) ASHLEY SPACE H900  
 239 S. WRENN STREET  
 HIGH POINT, NC 27260

**UK MARKET:**

INTERIORS BIRMINGHAM  
 HALL 2  
 BIRMINGHAM, UK

**SHANGHAI MARKET:**

CMP SINOEXPO LTD.  
 SHANGHAI NEW INTERNATIONAL EXPO  
 HALL W1H 04  
 SHANGHAI, CHINA  
 WWW.CMPSINOEXPO.COM

**CHINA IMPORT & EXPORT FAIR  
(CANTON FAIR) EXHIBITION CENTER:**

NO. 380 MIDDLE YUEJIANG ROAD  
 D06 2ND FLOOR OF HALL 12 AT AREA B  
 HAIZHU DISTRICT  
 GUANGZHOU, PR. CHINA

**OTHER SHOWROOMS:**

MEXICO, SINGAPORE, TURKEY & SOUTH CHINA

**LAS VEGAS, NV SHOWROOM**

3.5 acres (150,000 sq ft.)

**HIGH POINT, NC SHOWROOM**

3.2 acres (136,000 sq ft.)

**SHANGHAI AND GUANGZHOU,  
CHINA SHOWROOMS**

.5 acres (20,000 sq. ft.)

**CORPORATE OFFICES:**

Ashley Furniture Industries, Inc.  
 One Ashley Way  
 Arcadia, Wisconsin 54612  
 608-323-3377

Ashley Global Retail  
 1670 E 8th Avenue  
 Tampa, Florida 33605  
 813-603-5600