

OUR PRODUCTS ARE ALL AROUND YOU



Leggett at a Glance:

- Strong competitive positions with broad customer base
- Solid operating cash flow
- Prioritizing balance sheet health
- Engaged management team
- Focused on improving long-term profitability

Strategic Priorities:

- **Balance Sheet Strength**
 - Prioritizing long-held financial strength
 - Disciplined capital allocation strategy
- **Margin Improvement**
 - Optimizing operations and G&A cost structure
 - Executing restructuring plan
 - Operational efficiency improvement initiatives
- **Long-Term Profitable Growth**
 - Positioning for profitable growth opportunities in Bedding, Automotive, and Textiles

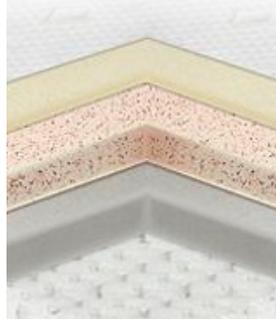
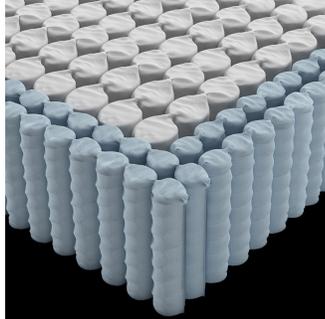
Commitment to Sustainability and Governance:

- **Our People:**
 - Foster a positive, engaging, and inclusive culture
 - Enhance our safety culture
- **Innovative Products:**
 - Reduce environmental impacts of our products across their lifecycle
 - Improve chemical management in our business
- **The Environment:**
 - Demonstrate our ongoing commitment to environmental responsibility
 - Reduce greenhouse gas (GHG) emissions
- **Supply Chain Management:**
 - Improve performance of our fleet
 - Maintain ethical and responsible sourcing practices
- **Business Ethics & Governance:**
 - Uphold high standards of ethical conduct
 - Maintain a high-functioning and effective Board of Directors and Executive Leadership Team

Leggett & Platt is a diversified manufacturer that designs and produces a broad variety of engineered components and products that can be found in many homes, offices, and automobiles. The company has been headquartered in Carthage, Missouri, since its founding 142 years ago in 1883.

NYSE: LEG
NOVEMBER 2025

Leggett & Platt[®]



Segment Overview:

Bedding Products

Components

- Mattress springs, specialty bedding foams, semi-finished mattresses, drawn steel wire, steel rod

Finished Products

- Private label compressed mattresses, mattress toppers and pillows, adjustable beds, foundations

Specialized Products

Automotive

- Auto seat support and lumbar systems, motors, actuators, and cables

Hydraulic Cylinders

- Hydraulic cylinders for material handling, transportation, and heavy construction equipment

Furniture, Flooring & Textile Products

Home Furniture

- Recliner mechanisms, seating and sofa sleeper components

Work Furniture

- Chair controls, bases, frames, private label finished seating

Flooring Products

- Carpet cushion, hard surface underlayment

Textile Products

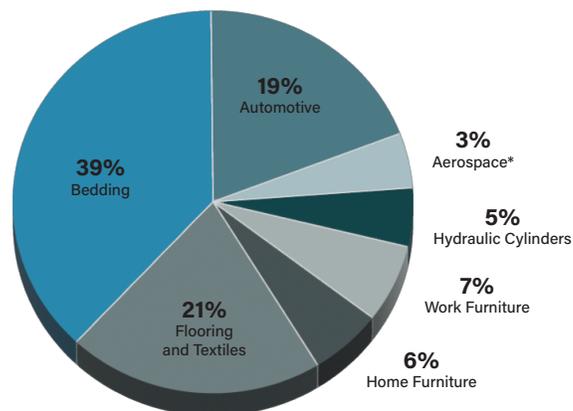
- Textile converting, geo components

Financial Highlights

	2019 ⁽¹⁾	2020 ⁽¹⁾	2021	2022	2023	2024
Net sales	4,753	4,280	5,073	5,147	4,725	4,384
Adjusted EBIT ⁽²⁾	498	453	568	485	334	267
Adjusted EBITDA ⁽²⁾	690	642	755	665	513	403
Adjusted net earnings ⁽²⁾	324	294	381	310	189	144
Cash from operations	668	603	271	441	497	306
Adjusted EPS (diluted) ⁽²⁾	2.39	2.16	2.78	2.27	1.39	1.05
EPS diluted	2.32	1.86	2.94	2.27	(1.00)	(3.73)
Adjusted EBIT margin ⁽²⁾	10.5%	10.6%	11.2%	9.4%	7.1%	6.1%
Net debt to adjusted EBITDA ⁽²⁾	2.7x	2.4x	2.3x	2.7x	3.2x	3.8x
Shares outstanding Dec. 31	131.8	132.6	133.4	132.6	133.4	134.4

(1) Restated for change from LIFO to FIFO

(2) Excludes non-recurring items



*Aerospace was divested on August 29, 2025

Percentage of 2025 estimated net trade sales

Stock Information

- 135.4 million shares outstanding at October 28, 2025
- Current indicated annual dividend of \$.20/share
- Last 12 months' price range of \$6.48 - \$13.20
- Last 12 months' daily volume averaged 2.2 million shares

Quick Facts

- Listed on NYSE; Stock Ticker = LEG
- 2024 sales of \$4.4 billion; 40% international
- Broad customer base; mainly other manufacturers
- Few large competitors; almost none are public
- 3 reporting segments; 13 business units
- 110 manufacturing facilities in 18 countries

For More Information, Please Contact Investor Relations:

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