Leggett Distinctives:
- Strong balance sheet and cash flow
- Disciplined use of cash
- ~5.5% dividend yield; 52 annual increases
- Leader in most markets; few large competitors
  - sustainable competitive advantages
- Opportunities for long-term growth
  - internal initiatives + market growth + acquisitions
  - large addressable markets
- Management has "skin in the game"

Cash Use Priorities:
- Fund organic growth
- Pay dividends
- Fund strategic acquisitions
- Repurchase stock with available cash

Long-Term Profitable Growth:
- Continually evaluating our portfolio to:
  - Identify strategic acquisitions to enter attractive new markets or add new capabilities and fill gaps
  - Improve or exit businesses that fail to generate acceptable cash flow and returns
- Executing on meaningful opportunities in Bedding and Automotive
  - Large addressable markets enable new programs and additional content
- Developing innovative products that:
  - Provide value to our customers and end-consumers
  - Drive strong competitive advantage

Commitment to Sustainability:
- Initiatives reflect and reinforce our culture
- We strive to:
  - Advance sustainable solutions for our customers
  - Implement the highest standards for ethical conduct
  - Demonstrate environmental stewardship and safety performance
  - Enable a culture of inclusion and employee development at all levels of the company
  - Embrace our supply chain responsibilities

Leggett & Platt is a diversified manufacturer that conceives, designs, and produces a broad variety of engineered components and products for customers worldwide. The company has been headquartered in Carthage, Missouri, since its founding 140 years ago in 1883.
Dividend History

- 52 consecutive years of dividend growth
- A member of the Dividend Kings
- One of the highest yields among the Dividend Kings

Financial Highlights

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales</th>
<th>Adjusted EBIT</th>
<th>Adjusted Net Earnings</th>
<th>Cash from Operations</th>
<th>Adjusted EPS (diluted)</th>
<th>EPS Diluted</th>
<th>Dividends per Share</th>
<th>Adjusted EBIT Margin</th>
<th>Net Debt to Adjusted EBITDA</th>
<th>Shares Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018(1)</td>
<td>4,270</td>
<td>503</td>
<td>358</td>
<td>440</td>
<td>2.65</td>
<td>2.39</td>
<td>1.50</td>
<td>11.8%</td>
<td>1.4x</td>
<td>130.5</td>
</tr>
<tr>
<td>2019(1)</td>
<td>4,753</td>
<td>498</td>
<td>324</td>
<td>668</td>
<td>2.39</td>
<td>2.32</td>
<td>1.58</td>
<td>10.5%</td>
<td>2.7x</td>
<td>131.8</td>
</tr>
<tr>
<td>2020(1)</td>
<td>4,280</td>
<td>453</td>
<td>294</td>
<td>603</td>
<td>2.36</td>
<td>1.86</td>
<td>1.60</td>
<td>10.6%</td>
<td>2.4x</td>
<td>132.6</td>
</tr>
<tr>
<td>2021</td>
<td>5,073</td>
<td>568</td>
<td>381</td>
<td>271</td>
<td>2.78</td>
<td>2.94</td>
<td>1.66</td>
<td>11.2%</td>
<td>2.3x</td>
<td>133.4</td>
</tr>
<tr>
<td>2022</td>
<td>5,147</td>
<td>485</td>
<td>310</td>
<td>441</td>
<td>2.27</td>
<td>2.27</td>
<td>1.74</td>
<td>9.4%</td>
<td>2.7x</td>
<td>132.6</td>
</tr>
</tbody>
</table>

(1) Continuing Operations - restated for change from LIFO to FIFO
(2) Excludes non-recurring items

Markets

- Bedding components
- Automotive seat support and lumbar systems
- Specialty bedding foams and private label finished mattresses
- Components for home furniture and work furniture
- Geo components
- Flooring underlayment
- Adjustable beds
- Hydraulic cylinders for material handling and heavy construction equipment
- Aerospace tube and tube-based assemblies for fluid conveyance systems
- Bedding industry machinery

Stock Information

- 133.1 million shares outstanding at March 31, 2023
- Current indicated annual dividend of $1.84/share
- Dividend yield ~5.5%
- Last 12 months’ price range of $30.05 - $41.94
- Last 12 months’ daily volume averaged 1.0 million shares

Quick Facts

- Listed on NYSE; Stock Ticker = LEG
- 2022 sales of $5.15 billion; 35% international
- Broad customer base; mainly other manufacturers
- Few large competitors; almost none are public
- 3 reporting segments; 15 business units
- 135 manufacturing facilities in 18 countries