

OUR PRODUCTS ARE ALL AROUND YOU



Leggett Distinctives:

- Strong balance sheet and cash flow
- Disciplined use of cash
- >6% 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

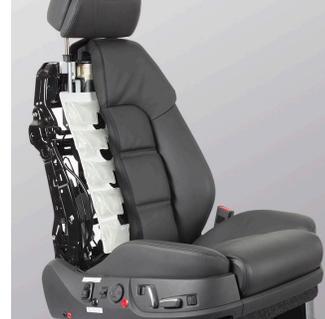
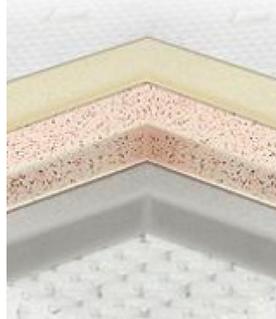
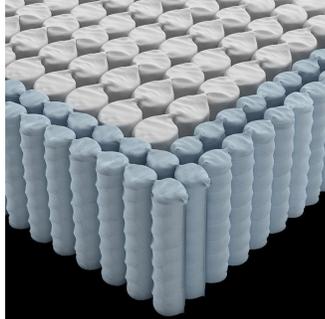
Commitment to Sustainability:

- 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

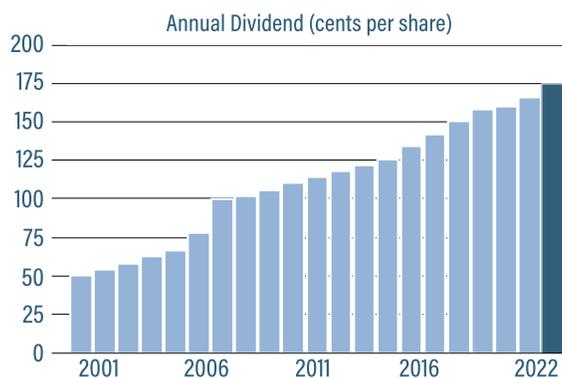
Leggett & Platt is a diversified manufacturer that conceives, designs, and produces a broad variety of engineered components and products for customers worldwide. The company has been headquartered in Carthage, Missouri, since its founding 140 years ago in 1883.

NYSE: LEG
AUGUST 2023

Leggett & Platt[®]



Dividend History



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

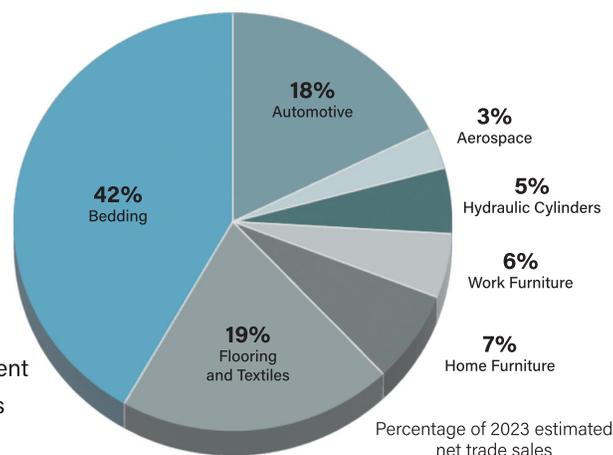
Financial Highlights

	2018 ⁽¹⁾	2019 ⁽¹⁾	2020 ⁽¹⁾	2021	2022
Net sales	4,270	4,753	4,280	5,073	5,147
Adjusted EBIT ⁽²⁾	503	498	453	568	485
Adjusted net earnings ⁽²⁾	358	324	294	381	310
Cash from operations	440	668	603	271	441
Adjusted EPS (diluted) ⁽²⁾	2.65	2.39	2.16	2.78	2.27
EPS diluted	2.39	2.32	1.86	2.94	2.27
Dividends per share	1.50	1.58	1.60	1.66	1.74
Adjusted EBIT margin ⁽²⁾	11.8%	10.5%	10.6%	11.2%	9.4%
Net debt to adjusted EBITDA ⁽²⁾	1.4x	2.7x	2.4x	2.3x	2.7x
Shares outstanding Dec. 31	130.5	131.8	132.6	133.4	132.6

(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

- 133.2 million shares outstanding at June 30, 2023
- Current indicated annual dividend of \$1.84/share
- Dividend yield >6%
- Last 12 months' price range of \$28.77 - \$41.94
- Last 12 months' daily volume averaged 0.9 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

For More Information, Please Contact Investor Relations:

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