

E N G I N E E R E D P R O D U C T S

**ADVANCING
TECHNOLOGIES**

Leggett & Platt

1 9 9 9 A N N U A L R E P O R T

PROFILE

Leggett & Platt is a leading manufacturer of engineered products serving several major markets. Sales and production are focused on a wide range of:

RESIDENTIAL FURNISHINGS – components for bedding, furniture and other furnishings, as well as related finished products

COMMERCIAL FURNISHINGS – retail store fixtures, displays, storage and material handling systems, components for office and institutional furnishings, and select lines of plastic products

ALUMINUM PRODUCTS – die castings, custom tooling and dies, secondary machining and coating, and aluminum raw materials

INDUSTRIAL MATERIALS – drawn steel wire, specialty wire products, and welded steel tubing

SPECIALIZED PRODUCTS – machinery and manufacturing equipment, automotive seating suspension and lumbar supports, and control cable systems.

Approximately 31,000 employee-partners work in Leggett facilities throughout North America and in numerous international locations. Leggett's common stock is listed on the New York and Pacific Stock Exchanges under the symbol LEG.

Financial Highlights	3
To Our Fellow Shareholders	4
Advancing Technologies	6
Financial Reports and Review	30
Stock Market and Ownership Data	59
Directors and Officers	60
Corporate Information	62

LEGGETT ADDED TO S&P 500

Standard & Poor's added Leggett & Platt to the S&P 500 Index effective at the close of stock market trading on October 15, 1999. The S&P 500 is widely regarded as one of the most important standards for measuring U.S. stock market performance. The index includes a cross section of U.S. based, generally large capitalization companies in various industries. As a component of the S&P 500, Leggett should gain increasing recognition throughout the investment community, helping attract more long-term investors in the years ahead.

FINANCIAL HIGHLIGHTS

(Dollar amounts in millions, except per share data)

Year ended December 31	1999	1998	% Change
Net sales	\$3,779.0	\$3,370.4	12.1%
Earnings before interest and income taxes (EBIT)	502.5	429.1	17.1
Net earnings	290.5	248.0	17.1
Earnings before interest, income taxes, depreciation and amortization (EBITDA)	651.8	557.0	17.0
Earnings per share			
Basic	\$ 1.46	\$ 1.25	16.8%
Diluted	1.45	1.24	16.9
Cash dividends declared per share	.36	.315	14.3
Book value per share	8.36	7.27	15.0
EBIT margin	13.3%	12.7%	
Net earnings margin	7.7	7.4	
Return on average shareholders' equity	18.8	19.0	
Long-term debt as a percent of total capital	30.9	26.9	
Return on average total capital	13.6	14.1	
Average shares outstanding (in millions)			
Basic	198.5	197.7	
Diluted	200.9	200.7	

TO OUR FELLOW SHAREHOLDERS

Growth Rates

	ONE YEAR	TEN YEARS*
Sales	12.1%	13.0%
Net Earnings	17.1	19.5
Earnings Per Diluted Share	16.9	16.0

**Compounded annual growth, on average from 1989 through 1999*

Leggett & Platt had an outstanding year in 1999, topping-off the decade with record sales and earnings. In fact, this marked the eighth consecutive year we achieved record-setting results. Our sales and earnings growth rates for the last year and the full decade are highlighted at left.

We are very pleased with these accomplishments. They reflect broadly based improvements, with many businesses in our growing family of Leggett companies achieving higher levels of customer service and operating efficiencies. They also reflect our commitment to continuous advancement techniques and other initiatives that stimulate sales, earnings and productivity gains.

Importantly, this profitable growth has translated into strong and consistent cash flow, providing substantial funds for internal improvements and capacity expansions, as well as our active and aggressive acquisition program. During 1999, we added acquisitions with annualized revenues of approximately \$480 million. In round numbers, these new Leggett companies expanded annualized volume in our business segments as follows: Commercial Furnishings – \$250 million; Residential Furnishings – \$190 million; Specialized Products – \$30 million; Industrial Materials – \$10 million.

The largest business we acquired last year had annual revenue of about \$55 million. The average revenue of all businesses acquired in 1999 was just under \$17 million. As these numbers imply, most of our acquisitions involve relatively small, privately owned companies. We expect this profile to continue and will always try to make acquisitions that are accretive day-one, while

adding incremental cash flow. Furthermore, we look for excellent management teams and work hard to keep and motivate people who join us through acquisitions, strengthening our Leggett team of employee-partners.

In pursuing our proven and balanced growth strategy, we are maintaining Leggett's financial strength and flexibility, with a strong balance sheet. Thus, we continuously have ample funds for future growth. This strength and our consistent cash flow also have allowed us to sustain an exceptional record of dividend growth.

Long-term shareholders, including a host of our employee-partners, have enjoyed 29 consecutive years of dividend growth. Our most recent increase occurred earlier this month, when the Board raised the 2000 first quarter dividend to \$.10 per share, a current indicated annual dividend of \$.40 per share. Over the last 29 years, our quarterly dividend has multiplied 60-fold, growing at a 15.2% compound annual rate – or doubling about every five years.

Anticipating growth, we have for many years encouraged broadly based ownership of Leggett stock by our employee-partners. Through payroll deduction and dollar-cost-averaging, or wide ranging stock option plans, several thousand Leggett people are long-term and ongoing investors in the stock. Over time, this ownership has proved very rewarding. We believe these investments serve as strong motivators and will continue to work to the advantage of all Leggett shareholders.

The company has continued buying Leggett stock to replenish shares issued in employee

*"This profitable growth
has translated into strong and
consistent cash flow."*

benefit plans and acquisitions. In 1999, we bought just over four million shares. To date, in 2000 we have repurchased approximately one million shares. These purchases reflect our belief that the stock is an excellent investment for a portion of the strong cash flow Leggett generates.

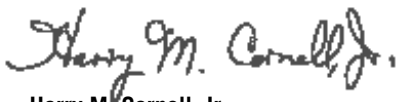
We foresee great opportunities for Leggett in 2000 and throughout the new millennium. As in prior years, we are targeting growth in sales and earnings at 15% compounded annually. During any given period, on a quarterly or yearly basis, we anticipate variable results from the seasonality in our family of businesses and the timing of acquisition closings.

By continuing to couple internal growth initiatives with complementary acquisitions, we

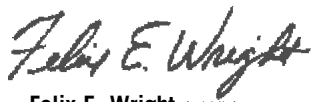
expect to sustain Leggett's leadership in the markets we serve, and in new markets. We also expect our strategic direction to lead to additional profitable growth, both domestically and overseas. With recently added facilities in Australia, Brazil, China, Italy, Mexico, Spain and the UK, Leggett has a wider spectrum of global opportunities than ever before.

We look forward to the future with confidence, anticipating continued success. We are dedicated to improving performance – for every Leggett customer, our shareholders and our employee-partners. We greatly appreciate their business and support.

Sincerely,



Harry M. Cornell, Jr. (left)
Chairman of the Board



Felix E. Wright (middle)
President and Chief Executive Officer



David S. Haffner (right)
*Executive Vice President and
Chief Operating Officer*



February 28, 2000

Advancing Technology



*Leggett team members – Mike Glauber,
Sheri Bradshaw, Ernie Jett, Allan Ross,
Bob Jefferies.*

Innovation in product and machinery development is one of Leggett's earliest and strongest cultural cornerstones. More than a century ago, our business was founded as a partnership based on the invention and patent of the L&P bedspring. Today, that inventive heritage and our continuing commitment to advancing technologies create exciting opportunities for future growth and expansion.

Technological development at Leggett takes many forms, from serving customers better and more efficiently, to finding creative solutions – in new and improved products and manufacturing processes, through innovative and effective communications, and our continuous advancement techniques. We are focused on improving customer service, seeking to enhance the potential for shareholder wealth.

Our focus includes our unique and ongoing spirit of partnership. By partnering with customers, suppliers and employees, Leggett has achieved leadership in research and development, efficient low cost production, with one-of-a-kind distribution and information networks. A constant dedication to the best in performance has earned Leggett opportunities to serve as a significant, or even single-source supplier to an ever-increasing and wide-ranging group of customers.

Another Leggett hallmark reflects the fact that we do not sell directly to consumers, even though most of our customers do. Although we view this as a competitive advantage, it often

gies



*Leggett team members – Bill Niere, Ken Purser,
Eloise Nash, John Hale, Bob Wagner.*

balanced growth

limits Leggett's recognition in an environment where brand names strengthen visibility. Leggett products can be found nearly everywhere, serving customer needs for components, sub-systems and a myriad of other engineered products we design, sell and deliver – when and where needed.

Our customers may be manufacturers, retailers, distributors, or institutions. While they are based mostly in North America, Leggett has more global growth opportunities today than ever before. In the years ahead, our international growth, like that achieved in North America, will be methodical and carefully planned to complement our existing operations.

Many Leggett operations have sales, production and other key processes that extend across our family of businesses, thereby supporting each other and the company as a whole. This interaction and support contributes to greater efficiencies, better systems and controls, with higher utilization of materials and equipment – additional Leggett hallmarks that are difficult for others to duplicate.

Our continuous advancement techniques, which we refer to as our CAT processes, further strengthen Leggett's potential. These company-wide efforts drive internal growth and productivity gains through proven initiatives. All departments and functions are candidates for CAT improvement – including procurement, transportation, waste containment, employee safety and workers' compensation, to cite only a few. Partner support of CAT initiatives adds to measurable results and our dedication to ongoing improvements.

Commitment

STRATEGIC DIRECTION

With good continuity in our management team, we are strategically strengthening Leggett as a leading manufacturer of diverse, yet often related lines of engineered products. Thus, we expect to keep the Leggett & Platt name synonymous with innovation, efficiency, and profitable internal and acquisition growth. Our success – achieved and expected – stems from several important synergistic business initiatives, including our drive to:

- *deliver unequalled customer service*
- *optimize sales, production and distribution efficiencies*
- *grow profitably, internally and externally*
- *earn top market shares*
- *allow and encourage employee-partners to achieve higher levels of productivity, and to fully utilize their diverse talents and experience.*

Our active acquisition teams look for and find good companies that fit within our various business groups and units, within our business segments. Acquired companies may have a strong presence in our distribution channels, leverage our core manufacturing capabilities, provide vertical integration, or expand our marketing opportunities. Some acquisitions add new products and technologies, growing Leggett's share in existing markets, while allowing us to expand into new, under-served areas. Successful acquisition efforts combine new blood with Leggett's partnership



Student Learner Program

Through nomination and interviews, selected high school students can attend Leggett technical courses, while continuing their academic studies. Team training, mentoring, in-depth technical simulation and practical application are essential elements of the three-year Student Learner Program. Leggett initiated this educational program in cooperation with the Carthage, Missouri, public schools. Students – Vern Mason, Gared Fleishman (standing), David Boatright.



New ZED Center

The Zapletal Education & Documentation Center provides hands-on training in the operation of state-of-the-art Leggett machinery. The new ZED Center is a renovated former factory in Carthage, Missouri, named after the late Henry Zapletal, a longtime employee-partner. Leggett team members (clockwise from right) – Chanti Downey, Guido Eigenmann, Laura Goodman, Kevin Osborne, Jesse Hernandez, Dalia Sosa.

spirit, adding to our potential for profitable growth. Acquisition ideas, contacts with target candidates, and transitions of acquired businesses into our family of Leggett companies are responsibilities shared by senior management and essential support team members.

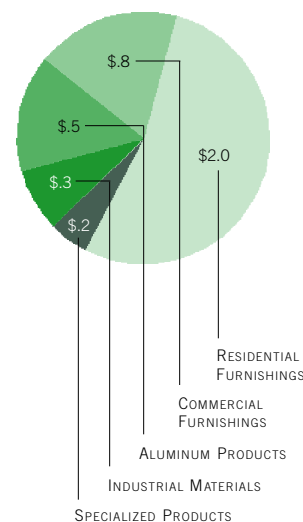
INDUSTRY LEADERSHIP

Fortune® magazine twice recognized Leggett's progress and industry leadership during the past year. In the 1999 survey of the FORTUNE® 500, Leggett was ranked in the top 100 in three performance measures – 42 in ten-year growth of earnings per share; 63 in net earnings as a percent of total assets; and 79 in ten-year total return to investors. The second Fortune® study, published in 2000, ranked Leggett in the top quartile of "America's Most Admired Companies." The 504 companies listed were judged on innovativeness, quality of management, employee talent, quality of products/services, long-term investment value, financial soundness, social responsibility and use of corporate assets.

GREAT OPPORTUNITIES

Leggett is well prepared for the new millennium. As shown more fully on the following pages, we produce a wide range of engineered products, while serving attractive and expansive markets. Current demand for the various kinds of products we design and sell exceeds \$50 billion, in North America alone. In addition, we have only begun to scratch the surface in other major markets worldwide.

Our experienced, cohesive team of employee-partners is in place and dedicated to strengthening Leggett's position as a leader in advancing technologies. In today's virtual world, we believe our leadership will evolve around the physical world of excellence in design, sales and marketing, manufacturing, logistics, and service to meet or exceed our customers' expectations. Rapidly developing information technologies will help us refine and improve our efforts, facilitating excellent business relationships in the years ahead. In the final analysis, it will be our people – the men and women of Leggett & Platt – who will lead us into an exciting and rewarding future. We have great opportunities and look forward to achieving continued success.



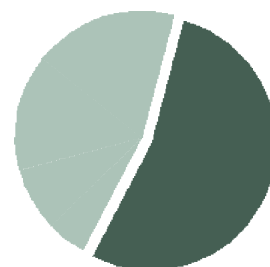
1999 Sales \$3.8 Billion

PROFILE

Leggett & Platt is the world's leading supplier of a broad line of components, many of which are proprietary, for bedding and residential furniture. Manufacturers of mattresses and boxsprings can buy almost all of their component requirements from Leggett. Product lines have been expanded to include a wide range of components for stationary and motion upholstered furniture as well. In addition, we design and produce select lines of finished home furnishings and consumer products. Customers include manufacturers, retailers, distributors and institutions.

ACQUISITIONS

In 1999, fifteen businesses with annualized sales of approximately \$190 million joined the Leggett family of companies in this segment. Nine are in the U.S. and two are in the U.K. The other four acquisitions involved businesses in Australia, Brazil, Canada and Italy, respectively.



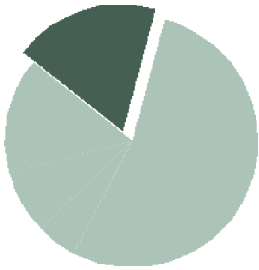
1999 SALES – \$1.95 BILLION



*Leggett team members – Eric Rhea, Gary Warhmund,
Paul Hauser, Stacey Swartz, Melanie Cortez, Mike Walters.*

COMMERCIAL

FURNISHINGS



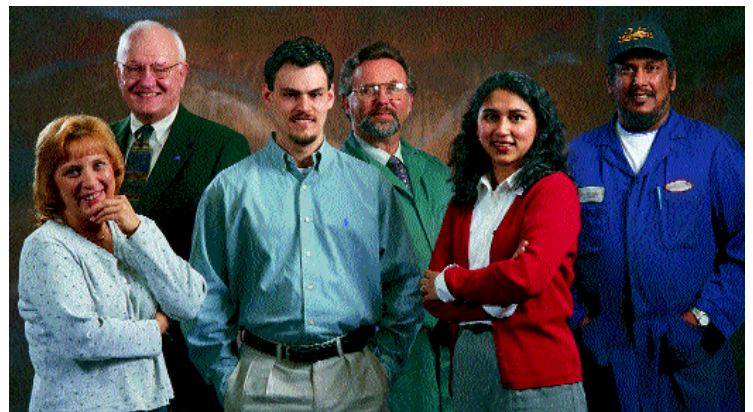
1999 SALES – \$778 MILLION

PROFILE

Leggett's rapidly expanding lines of commercial furnishings include creatively designed store fixtures, point-of-purchase displays, and storage and material handling systems. A multitude of retailers, brand-name packagers of consumer products, as well as companies in the food service, health care and other industries are increasingly looking to Leggett as a one-stop-one-shop resource. Manufacturers of office and institutional furnishings and additional commercial products also can buy Leggett components designed and produced to meet their requirements. Our components add significant value, comfort and distinctive features to chairs and other office furniture.

ACQUISITIONS

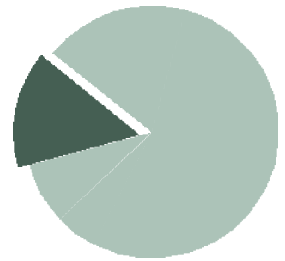
In 1999, twelve businesses with annualized sales of approximately \$250 million joined the Leggett family of companies in this segment. Ten are in the U.S., one is in Canada, and one is in Mexico.



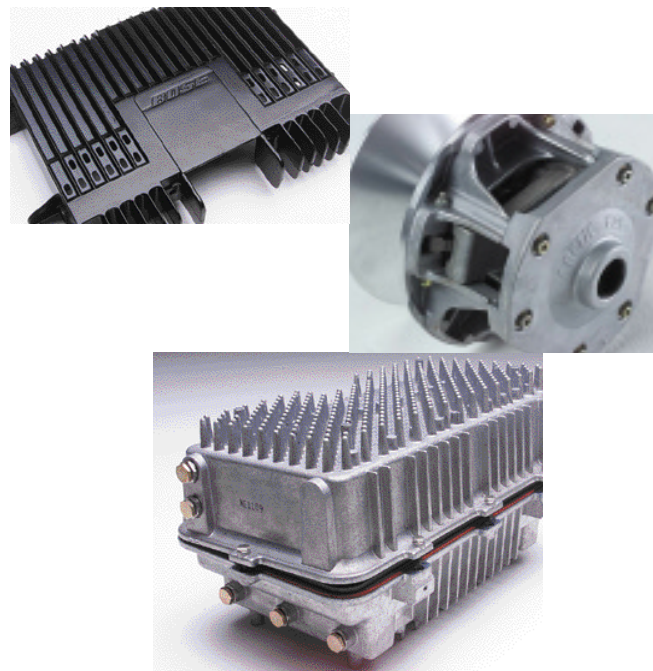
Leggett team members – Vicky Evans, Dave Young, Kenneth Francis, Bob Doerner, ThiThi McWilliams, Sam Somwaru.

PROFILE

The Leggett companies in our aluminum group are North America's leading independent suppliers of aluminum die castings, primarily for non-automotive applications. Major customers include manufacturers of consumer products, telecommunications and electrical equipment, plus other industrial products that incorporate aluminum and zinc die cast components. Leggett's aluminum smelting and refining operations produce raw materials for internal use in die casting plants, and for sale to other manufacturers of aluminum products. We also offer extensive custom tooling and dies, machining, coating and other value added processes.

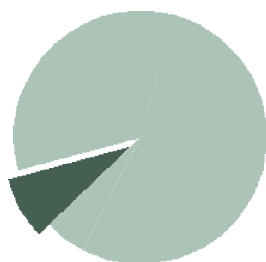


1999 SALES – \$533 MILLION



INDUSTRIAL

MATERIALS



1999 SALES – \$283 MILLION

PROFILE

Several Leggett companies produce industrial materials for a wide range of customers, including other Leggett operations. Drawn steel wire and welded steel tubing are produced in various strategic locations. Additional operations produce specialty wire products, such as rolled, flattened and shaped wire, proprietary bale ties, tying heads and other parts for automatic baling equipment.

ACQUISITIONS

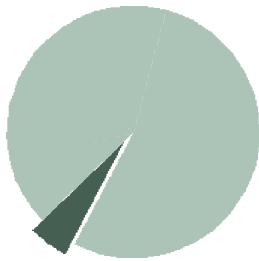
In 1999, one business in the U.K. with annualized sales of approximately \$10 million joined the Leggett family of companies in this segment.



*Leggett team members – Bill Avise, Archie Cobb,
Bob Clark, Julie Etter, Joe Downes, Curtis Houston.*

SPECIALIZED

PRODUCTS



1999 SALES – \$239 MILLION

PROFILE

Certain Leggett operations design and build state-of-the-art machinery and equipment for our own use and for other manufacturers – worldwide. We sell these technologically advanced products primarily to companies that make bedding and other furnishings products. Additional Leggett companies offer seating suspension and lumbar supports, and control cable systems for global automotive applications.

ACQUISITIONS

In 1999, one U.S. business with annualized sales of approximately \$30 million joined the Leggett family of companies in this segment.



Leggett team members – Emileo De Los Santos, Ryan Moorehead, Chuck Kallil, Jim Leslie, Marlene Woffard, Matt Haas.

Directors

LEGGETT & PLATT, INCORPORATED AND SUBSIDIARIES

RAYMOND F. BENTELE (2)
*Retired President and Chief Executive
Officer of Mallinckrodt, Inc.*

HARRY M. CORNELL, JR. (1)
Chairman of the Board of the Company

R. TED ENLOE, III (3)
Personal Investment Consultant

RICHARD T. FISHER (2)(3)
*Managing Director,
CIBC Oppenheimer & Co.,
investment banking*

BOB L. GADDY
*Senior Vice President
of the Company*

DAVID S. HAFFNER
*Executive Vice President
and Chief Operating Officer
of the Company*

THOMAS A. HAYS (2)(4)
*Retired Deputy Chairman of
The May Department Stores Company*

ROBERT A. JEFFERIES, JR.
*Senior Vice President
of the Company*

ALEXANDER M. LEVINE (2)
*Managing Director,
Waterline Capital LLC,
venture capital investing*

RICHARD L. PEARSALL (2)(3)
Management and Business Consultant

DUANE W. POTTER
*Senior Vice President
of the Company*

MAURICE E. PURNELL, JR. (1)(2)(4)
*Partner, Locke, Liddell & Sapp LLP,
attorneys at law*

ALICE L. WALTON (2)
*Chairman, Llama Company,
investment banking*

FELIX E. WRIGHT (1)(4)
*Vice Chairman of the Board,
President and Chief Executive Officer
of the Company*

HERBERT C. CASTEEL
Advisory Director

FRANK E. FORD, JR.
Advisory Director

JACK B. MORRIS
Advisory Director

(1) Member of the Executive Committee

(2) Member of the Audit Committee

(3) Member of the Compensation Committee

(4) Member of the Nominating Committee

Officers

LEGGETT & PLATT, INCORPORATED AND SUBSIDIARIES

EXECUTIVE OFFICERS*

HARRY M. CORNELL, JR.
Chairman of the Board

FELIX E. WRIGHT
*Vice Chairman of the Board,
President and Chief Executive Officer*

DAVID S. HAFFNER
*Executive Vice President
and Chief Operating Officer*

BOB L. GADDY
*Senior Vice President - Chairman
and Chief Executive Officer,
Aluminum Products Segment*

ROBERT A. JEFFERIES, JR.
*Senior Vice President -
Mergers, Acquisitions
and Strategic Planning*

KARL G. GLASSMAN
*Senior Vice President -
President, Residential Furnishings Segment*

MICHAEL A. GLAUBER
*Senior Vice President -
Finance and Administration*

ROBERT G. GRIFFIN
*Senior Vice President -
President, Fixture and Display Group*

JACK D. CRUSA
*Senior Vice President -
President, Industrial Materials Segment -
President, Automotive Unit*

ERNEST C. JETT
*Vice President -
General Counsel and Secretary*

ALLAN J. ROSS
Vice President, Accounting

OTHER CORPORATE OFFICERS

DUANE W. POTTER
Senior Vice President

LANCE G. BESHORE
Vice President

TERRELL L. BOWEN
Vice President

SHERI L. BRADSHAW
Treasurer

J. RICHARD CALHOON
Vice President

JOSEPH D. DOWNES, JR.
Vice President

MATTHEW C. FLANIGAN
Vice President

JOHN A. HALE
Vice President

PAUL R. HAUSER
Vice President

DONALD G. LAFERLA
Vice President

ELOISE E. NASH
Vice President

WILLIAM A. NIERE
Assistant Vice President

DENNIS S. PARK
Vice President

Kenneth W. Purser
Vice President

JAY W. SANDERS
Vice President

ROBERT A. WAGNER
Vice President

MICHAEL S. WALTERS
Vice President

WILLIAM S. WEIL
Controller

THOMAS J. WELLS
Vice President

RALPH H. WOMBLE
Vice President

DAVID A. YOUNG
Vice President

*For purposes of SEC Rule 3b-7.

Corporate Information

LEGGETT & PLATT, INCORPORATED AND SUBSIDIARIES

ANNUAL MEETING

The Annual Meeting of Shareholders will be held May 3, 2000, 10:00 a.m. (local time), at the company's Cornell Conference Center, No. 1 Leggett Road, Carthage, Missouri.

FORM 10-K

To obtain a copy of the company's Form 10-K, as filed with the Securities and Exchange Commission for 1999, direct requests to Investor Relations, Leggett & Platt, Incorporated, No. 1 Leggett Road, Carthage, MO 64836. This report, without exhibits, will be provided at no charge.

WEBSITE:

www.leggett.com

COMMON STOCK

Registrar and Transfer Agent:

ChaseMellon Shareholder Services, L.L.C.
85 Challenger Road
Ridgefield Park, NJ 07660
www.chasemellon.com

LISTED:

The New York and Pacific Stock Exchanges

TICKER SYMBOL:

LEG

INDEPENDENT ACCOUNTANTS

PricewaterhouseCoopers LLP
St. Louis, Missouri



The teamwork spirit and inventive heritage of the people of Leggett & Platt are symbolized in the sculpture, Partners In Progress. To encourage these values and preserve them for future generations, a larger-than-life-size version stands outside the home office. Oscar “Bud” Hougland, an employee-partner with 70 years of dedicated service, was honored and given a smaller, personal reproduction of the sculpture in January 2000.