Leggett & Platt.





FACT BOOK - JUNE 2024 VERSION

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If you see any information in this book that appears to be incorrect, please notify us.

We welcome your comments and suggestions. They will help us when we begin preparing the next version of our Fact Book.

COMPANY DESCRIPTION: Leggett & Platt (NYSE: LEG) is a diversified manufacturer that designs and produces a broad variety of engineered components and products that can be found in many homes and automobiles. The 141-year-old Company is comprised of 15 business units these three segments: Bedding Products; Specialized Products; and Furniture, Flooring & Textile Products.

Leggett & Platt is a leading supplier of bedding components and private label finished goods; automotive seat comfort and convenience systems; home and work furniture components; geo components; flooring underlayment; hydraulic cylinders for material handling and heavy construction applications; aerospace tubing and fabricated assemblies.



FORWARD-LOOKING STATEMENTS: Statements in this presentation that are not historical in nature are "forwardlooking" such as restructuring plan impacts, including higher output manufacturing locations, aligning capacity with future market demand, a more efficient, regional distribution network, a reduction of facilities from 50 to 35, amount and timing of annual EBIT benefit, amount of annual sales reduction, amount and timing of cash from real estate sales, per share impact from restructuring costs, per share gains from real estate sales, amount and timing of cash and non-cash restructuring and restructuring related costs, EPS, adjusted EPS, adjusted earnings, net earnings, EBIT, adjusted EBIT, adjusted EBIT margin, segment EBIT margins, adjusted EBITDA, adjusted EBITDA margin, sales, volume for Company and per segment, raw material-related price decreases, currency impacts, acquisition and divestitures impacts, depreciation and amortization, impairments, working capital, net operating profit after tax, total debt, operating lease liabilities, equity, cash and equivalents, average invested capital, return on invested capital, tax rate, diluted shares outstanding, operating cash, uses of cash, capital expenditures, amount of dividends, and share repurchases. Such forward-looking statements are expressly qualified by the cautionary statements described in this provision and reflect only the current beliefs and expectations of Leggett at the time the statement is made. Because forward-looking statements deal with the future, they are subject to risks, uncertainties and developments which might cause actual events or results to differ materially from those reflected in any forward-looking statement. Moreover, we do not have, and do not undertake, any duty to update or revise any forward-looking statement to reflect events or circumstances after the date on which the statement was made. Some of these risks and uncertainties include: the preliminary nature of estimates related to the Restructuring Plan, and possibility that estimates may change as the Company's analysis develops; our ability to timely implement the Restructuring Plan to positively impact our financial condition and results of operation; our ability to timely dispose of real estate pursuant to the Restructuring Plan and obtain expected proceeds; impact of the Restructuring Plan on the Company's employees', customers' and vendors' relationships; inability to achieve expected benefits of the Restructuring Plan; adverse impact caused by: global inflationary and deflationary impacts; macroeconomic impacts; demand for our products and our customers' products; growth rates in industries in which we participate and opportunities in those industries; our manufacturing facilities' ability to obtain necessary raw materials and parts, maintain appropriate labor levels and ship finished products to customers; impairment of goodwill and long-lived assets; restructuring and restructuring-related costs in addition to the Restructuring Plan; our ability to access the commercial paper market or borrow under our credit facility, including compliance with restrictive covenants; adverse impact from supply chain shortages and disruptions; our ability to manage working capital; increases or decreases in our capital needs; our ability to collect receivables; market conditions; price and product competition; cost and availability of raw materials due to supply chain disruptions or otherwise; labor and energy costs; cash generation or debt availability sufficient to pay a dividend, or a Board decision to reduce, suspend, or terminate the dividend; cash repatriation from foreign accounts; our ability to pass along raw material cost increases through increased selling prices; conflict between China and Taiwan; our ability to maintain profit margins if customers change the quantity or mix of our products; our ability to maintain and grow the profitability of acquired companies; political risks; changing tax rates; increased trade costs; risks related to operating in foreign countries; cybersecurity incidents; customer bankruptcies, losses and insolvencies; disruption to our steel rod mill, other operations and supply chains because of severe weather-related events, natural disaster, fire, explosion, terrorism. pandemic, governmental action, or otherwise; ability to develop innovative products; foreign currency fluctuation; amount of share repurchases; imposition or continuation of anti-dumping duties on innersprings, steel wire rod and mattresses; data privacy; climate change compliance costs and regulatory, market, technological and reputational impacts; our ESG obligations; litigation risks; and risk factors in the "Forward-Looking Statements" and "Risk Factors" sections in Leggett's most recent Form 10-K filed with the SEC.

Unless we indicate otherwise, we base the information concerning our markets/industry contained herein on our general knowledge of and expectations concerning those markets/industry, on data from various industry analyses, on our internal research, and on adjustments and assumptions that we believe to be reasonable. However, we have not independently verified data from market/industry analyses and cannot guarantee their accuracy or completeness.

This book and any discussion contained herein shall not be considered to be a prospectus or be construed as a recommendation, offer or solicitation to buy, sell or hold securities or any interest in any security of the Company or any other person.

This document is dated March 31, 2024. Some of the information contained in this book is historical in nature and outdated. We have no duty to update the information and have not done so. For more current information, please refer to our filings with the SEC, which can be found under SEC Filings in the Investor Relations portion of our website at www.leggett.com, or at the SEC website at www.sec.gov.

For a direct link to Leggett's SEC page, go to: https://leggett.gcs-web.com/sec-fillings

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¹ Financial Tables contain data restated for continuing operations, where available.

² Segment data for 2015–2020 reflects the current segment structure.



Leggett at a Glance



A diversified manufacturer that designs and produces a broad variety of engineered components and products

Strong competitive positions with **broad** customer base



- Few large competitors
- Large addressable markets

Solid operating cash flow



 Long history of strong cash generation to support investment in our business and shareholder returns

Healthy balance sheet



- Priority on investment grade credit rating
- Long-term leverage target of 2.0x Net Debt to Adjusted EBITDA

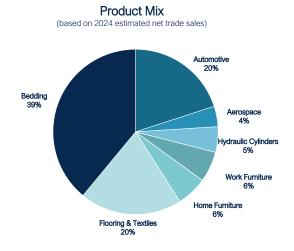
Engaged management team

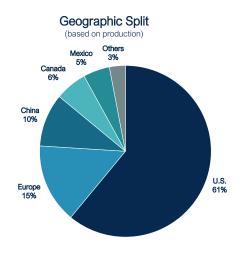


- Deep company knowledge and understanding of our diverse portfolio of businesses
- Commitment to sustainability through our people, our products, and our processes

Diverse Portfolio



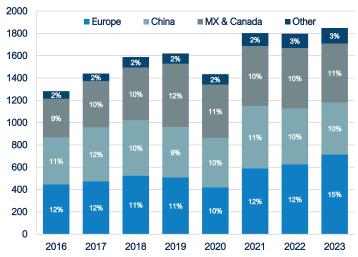




International Mix

Leggett & Platt.





¹ Percentages in the chart are based on location of our production, which may differ from the end markets in which finished products are eventually consumed.

Segments

Bedding Products

39% of 2024e net trade sales



Components

- Mattress springs
- Specialty bedding foams
- o Semi-finished mattresses
- o Drawn steel wire
- o Steel rod



Finished Products

- Private label compressed mattresses
- Mattress toppers and pillows
- o Adjustable beds
- o Foundations

Specialized Products

29% of 2024e net trade sales



Automotive

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



Aerospace

- o Tubing
- Tube assemblies
- Flexible joints



Hydraulic Cylinders

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



Furniture, Flooring & Textile Products

32% of 2024e net trade sales



Home Furniture

- o Recliner mechanisms
- Seating and sofa sleeper components



Work Furniture

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



Flooring Products

- o Carpet cushion
- o Hard surface underlayment



Textile Products

- o Textile converting
- o Geo components

Customers



Diverse Customer Base – Low Concentration

In North America:

Haworth Magna Sleep Number Adient Ashley Furniture HNI Mattress Firm Steelcase Home Depot MCF Stellantis Berkshire Hathaway Best Home Furnishings JLG (Oshkosh) MillerKnoll Tempur Sealy La-Z-Boy Eaton Purple Toyota Industrial Equip Ford Resident Home Walmart Lear **GE** Aviation Lincoln Electric Rooms to Go

Lowe's

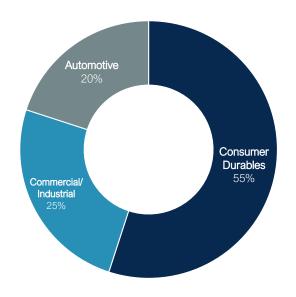
General Motors

In Europe and Asia: Hay Hilding Anders Bensons Natuzzi Sleepeezee Dreams Nissan Toyota Emma Honda Recticel Volkswagen Hyundai Forvia Sanyo Volvo Construction Equip Fritz Hansen Kuka Silentnight Beds

Serta Simmons

Macro Market Exposure





Key Economic Indicators

- Total housing turnover
 - Combination of new and existing home sales
- o Consumer confidence
 - "Large ticket" purchases are deferrable
- o Consumer discretionary spending
- o Interest rate levels
- o Employment levels

Cost Structure



- o Costs are roughly 75% variable, 25% fixed
- o Incremental/decremental volume
- 25–35% contribution margin

Other 20% Materials 60% Other Common Materials 60%

Cost of Goods Sold composition (approximate):

- Steel ~25% of RMs
- Chemicals ~15% of RMs
- Woven & nonwoven fabrics ~15% of RMs
- Foam scrap, fibers ~3% of RMs
- Metals (titanium, nickel, stainless, chrome bar), wood each ~2% of RMs
- Others, including sub-assemblies, hardware, components, finished products purchased for resale, etc. ~40% of RMs
- abor Includes all burden and overhea
 - Depreciation, supplies each ~3% of COGS
 - Utilities, maintenance each ~2% of COGS
 - Shipping/transportation ~10% of COGS
 - Also includes rent, insurance, property tax, etc.

Commodity Impact



Steel

- o Primarily scrap, rod, and flat-rolled
- o Impact from inflation/deflation
 - Typically pass through; lag is ~90 days
- o Change in metal margin (mkt price for rod mkt price for scrap)
 - Our scrap cost and rod pricing moves with the market; large swings could cause Bedding Products segment earnings volatility

Chemicals

- o Primarily TDI, MDI, and polyols
- o Impact from inflation/deflation
 - Typically pass through; lag is ~30 days

Everyday, Everywhere

Leggett & Platt supplies vital components used within other manufacturers' finished goods and fully finished private label goods. Though our name may not be familiar to you, we're fairly certain **you use our products all the time.**

Below we highlight **everyday** settings where our components are found. You'll quickly realize that our products are **everywhere**. Whether in the bedroom, living room, work environment, or car, it's nearly certain that Leggett & Platt is there.

Your bed likely contains Leggett & Platt components of some sort – springs, specialty foam, fabric, etc. And you may even sleep on one of our finished compressed mattresses sold by many leading bedding brands. If you sleep on an adjustable bed (one that allows the head and foot of the bed to raise into various comfort positions), we may have made it too.

Many furniture makers use Leggett & Platt mechanisms in their motion furniture (chairs and sofas that recline). We also provide wire, springs, and other components used to produce upholstered furniture.

You'll find **our products throughout your home**. There's a good chance our carpet pad is under your carpet and your draperies may be lined with our structural fabrics.

If the chair you use in your work environment swivels, tilts, or adjusts, it's possible that the mechanism or other components came from Leggett & Platt. We produce finished soft seating for several top work furniture brands so you may be using our products when you work in collaborative spaces. We may have also produced the pad beneath your office carpeting.

Our components are found in vehicles produced by virtually all global OEMs. From the adjustable lumbar or massage units in your seat back to the wire suspension under your seat cushion, to the motors, actuators, and cables that allow powered features to work, your car almost certainly contains products made by us.

We're all around you! You'll find Leggett & Platt components and products in airport seating, commercial airplanes, hotel rooms, along interstates and highways, and on construction sites. We're in overhead garage doors, large machinery, and lift trucks. We could continue on with other examples.

That's why we feel quite comfortable saying you probably encounter our products **everyday**, **everywhere!**



HIGHLIGHTS OF PAST 24 MONTHS

June 2024

May 21, 2024 – Leggett & Platt Appoints Karl Glassman as President and CEO

- Karl Glassman appointed President and CEO and will continue to serve as Board Chairman
- Mitch Dolloff resigned as President and CEO and a member of the Board

May 8, 2024 – Leggett & Platt Announces Annual Meeting Results

Annual meeting addressed four items of business; voting aligned with Board recommendations

April 30, 2024 – Leggett & Platt Reports 1Q Results, Announces 2Q Dividend of \$.05 and Updates Capital Allocation Priorities

- 1Q sales of \$1.1 billion, a 10% decrease vs 1Q23
- 1Q EPS and adjusted¹ EPS of \$.23, a decrease of \$.16 vs 1Q23
- Board declared second quarter dividend of \$.05 per share
- Company updated capital allocation priorities

March 25, 2024 – Leggett & Platt Amends Credit Agreement

- Amended credit agreement increased the leverage ratio under the financial covenant from 3.5x to 4.0x trailing 12-months adjusted EBITDA¹ through June 30, 2025, providing additional borrowing capacity and financial flexibility
- Leverage ratio will revert to 3.5x as of September 30, 2025, and remain at 3.5x until maturity

February 27, 2024 – Leggett & Platt Announces Executive Retirement and Appointments

- Steve Henderson, Executive Vice President and President of the Specialized Products and Furniture, Flooring & Textile Products segments, to retire effective April 1, 2024
- Sam Smith appointed Senior Vice President and President of Furniture, Flooring & Textile Products segment effective April 2, 2024
- Mitch Dolloff, President and CEO, will oversee Specialized Products segment on an interim basis
- Ryan Kleiboeker promoted to Executive Vice President and Chief Strategic Planning Officer effective February 26, 2024

February 8, 2024 - Leggett & Platt Reports Fourth Quarter and Full Year Results

- 4Q sales from continuing operations were \$1.1 billion, a 7% decrease vs 4Q22
- 4Q EPS of (\$2.18); 4Q adjusted¹ EPS of \$.26, down \$.13 vs 4Q22
- 2023 sales of \$4.7 billion, an 8% decrease vs 2022
- 2023 EPS of (\$1.00); 2023 adjusted¹ EPS of \$1.39, down \$.88 vs 2022
- 2023 cash flow from operations of \$497 million, a \$56 million increase vs 2022

January 16, 2024 – Leggett & Platt Announces Restructuring Plan to Drive Improved Performance and Profitable Growth

- Continuing to adapt Bedding Products strategy to advance innovative, higher-value content and provide additional product solutions for our customers
- Optimizing manufacturing and distribution footprint to enhance the efficiency of our business while maintaining ability to service our customers
- Executive plan initiatives expected to generate \$40 to \$50 million of annualized EBIT benefit when fully implemented in late 2025
- Withdrawing company's long-term financial targets

October 30, 2023 – Leggett & Platt Reports 3Q Results

- 3Q sales of \$1.18 billion, a 9% decrease vs 3Q22
- 3Q EPS of \$.39, a decrease of \$.13 vs 3Q22; 3Q adjusted¹ EPS of \$.36, down \$.16 vs 3Q22
- 3Q cash from operations of \$144 million, a \$78 million increase vs 3Q22

¹ Please refer to appendix for Non-GAAP Reconciliations

July 31, 2023 - Leggett & Platt Reports 2Q Results

- 2Q sales of \$1.22 billion, an 8% decrease vs 2Q22
- 2Q EPS of \$.40, a decrease of \$.30 vs 2Q22; 2Q adjusted EPS of \$.38, down \$.32 vs 2Q22
- 2Q cash from operations of \$111 million, a \$21 million increase vs 2Q22

June 22, 2023 – Leggett & Platt Announces New Chief Financial Officer

 Benjamin Burns appointed Executive Vice President and Chief Financial Officer effective June 21, 2023

May 4, 2023 – Leggett & Platt Announces Annual Meeting Results and Changes to Board of Directors

- Annual meeting addressed four items of business; voting aligned with Board recommendations
- Karl Glassman retired as an executive officer of the Company and continues to serve as Chairman of the Board
- Lead Independent Director Judy Odom retired; Robert Brunner appointed Lead Independent Director

May 1, 2023 - Leggett & Platt Reports 1Q Results

- 1Q sales of \$1.21 billion, an 8% decrease vs 1Q22
- 1Q EBIT of \$89 million, down \$48 million vs 1Q22
- 1Q EPS of \$.39, a decrease of \$.27 vs 1Q22

February 6, 2023 – Leggett & Platt Reports Fourth Quarter and Full Year Results

- 4Q sales were \$1.2 billion, a 10% decrease vs 4Q21
- 4Q EPS was \$.39, a decrease of \$.38 vs 4Q21
- 2022 sales from continuing operations were a record \$5.15 billion, a 1% increase vs 2021
- 2022 EPS was \$2.27, a decrease of \$.67 vs 2021 EPS and a decrease of \$.51 vs 2021 adjusted¹ EPS
- 2022 cash flow from operations was \$441 million, a 63% increase vs 2021

October 31, 2022 – Leggett & Platt Reports 3Q Results

- 3Q sales were \$1.29 billion, a 2% decrease vs 3Q21
- 3Q EBIT of \$113 million, down \$31 million vs 3Q21
- 3Q EPS of \$.52, a decrease of \$.19 vs 3Q21

August 1, 2022 – Leggett & Platt Reports Record 2Q Sales

- 2Q sales from continuing operations were a quarterly record \$1.33 billion, a 5% increase vs 2Q21
- 2Q EBIT of \$143 million, down \$29 million vs 2Q21 and down \$1 million vs 2Q21 adjusted¹ EBIT
- 2Q EPS of \$.70, a decrease of \$.12 vs 2Q21 and an increase of \$.04 vs 2Q21 adjusted EPS

¹ Please refer to appendix for Non-GAAP Reconciliations

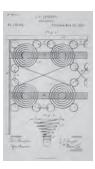
Company History

1883 1900 1940 1960 1970



1883

American inventor J.P. Leggett develops the idea for a spiral steel coil bedspring and partners with blacksmith and future brother-in-law C.B. Platt to form Leggett & Platt.



1885

The L&P bedspring is patented. Consisting of single cone spring wire coils, formed and interlaced in a unique manner and mounted on a wood slat base, it is used as a resilient, durable base for then-popular cotton, feather, and horsehair mattresses.



1901 Leggett & Platt is incorporated.



1926

Leggett & Platt completes the construction of its new combined manufacturing and Corporate office facility.



1933

The Company begins manufacturing springs for innerspring mattresses, paving the way for a diversified product lineup that would eventually include rollaway beds, folding metal cots, bed frames, and bed rails.



1947

Leggett & Platt operates four plants in three states (Missouri, Kentucky, and Texas) and has 500 employees.



1953

Harry M. Cornell Sr. becomes president.



1960

Harry M. Cornell Jr., J.P. Leggett's grandson, is elected President and CEO, taking over for his father (J.P. Leggett's son-in-law).



1967

Initial public offering of Leggett & Platt stock.



1970

The Company begins producing steel motion hardware for the Home Furniture market, allowing upholstered seating to rock, recline, and swivel.



1970

The Company begins drawing steel wire primarily for internal use.



1979

Leggett & Platt stock listed on the New York Stock Exchange.



1984

The Company continues to build its global footprint by entering the Work Furniture market. Today L&P produces components and select lines of private label finished furniture.



1986
The Company enters the Flooring Products market.



1988

The Company enters the Automotive market by producing seating components.



1993
The Company enters the Non-Woven Fabric market.



1999
Felix E. Wright is elected CEO after Harry M. Cornell Jr.'s retirement.



1999

The Company expands its presence in the Adjustable Bed market through an acquisition.



2002

L&P begins producing steel rod in Sterling, IL, primarily for use in the Company's wire-drawing facilities.



2004The Company enters the Geo Components market.



2006David S. Haffner is elected CEO.

2007

The Company unveils a new strategic direction.
The Company focuses on divesting underperforming businesses, improving margins and returns, and returning cash to shareholders through increasing the dividend and share buybacks.



2012

Leggett enters the Aerospace market, producing exotic metal tubing and fabricated assemblies for fluid conveyance.



2015Karl G. Glassman is elected CEO.

2016

The Company successfully divests a majority of its underperforming businesses and turns its attention to profitably growing revenues.



2018

The Company enters the Hydraulic Cylinders market.



2019

L&P acquires Elite Comfort Solutions, a leader in proprietary specialized foam technology for the bedding and furniture industries.



2021J. Mitchell Dolloff is elected CEO.



2024Karl G. Glassman is elected CEO.

Today, **Leggett & Platt** products can be found nearly everywhere.

The Company is a leading supplier of:

- Bedding components and private label finished goods
- Automotive seat comfort and convenience systems
- Home and work furniture components
- Geo components
- Flooring underlayment
- Hydraulic cylinders for material handling and heavy construction applications
- Aerospace tubing and fabricated assemblies

Strategy

Strategic Priorities





- ✓ Maintaining long-held financial strength
- ✓ Refreshed capital allocation strategy
- ✓ Optimizing operations and G&A cost structure
- ✓ Executing on restructuring plan
- ✓ Positioning for profitable growth opportunities in Bedding, Automotive, and Geo Components

Our actions will allow us to navigate the challenging near-term environment and position us for long-term success.



Strengthening Our Balance Sheet and Liquidity



Debt and Liquidity

- o Committed to investment grade credit rating
- o Proactively amended agreement for existing revolving credit facility in March to increase leverage ratio from 3.5x to 4.0x
- o \$1.2 billion revolving credit facility in place
- o Expect to use commercial paper program to repay \$300 million of 3.8%, 10-year notes maturing in November

Cash Flow

- o Long history of strong cash generation
- o Resilient cash flow in economic downturns
- o Focus on managing working capital



Refreshed Capital Allocation Strategy



A balanced approach focused on driving shareholder value

Near Term Focus: ✓ Upholding long-held balance sheet strength and continuing to invest in our businesses

✓ Targeting long-term ratio of 2.0x Net Debt to Adjusted EBITDA

Long Term Priorities



ORGANIC GROWTH

✓ Investing in our businesses for the future



STRATEGIC ACQUISITIONS

 Primarily opportunities complementing our existing portfolio of businesses



SHAREHOLDER RETURNS

- ✓ Dividends
- ✓ Opportunistic share repurchases



Sources of Improved Profitability



Key Drivers:

- Successful execution of restructuring plan
- Improving operational efficiency across our businesses
- Demand improvement in residential end markets

Targeted Efforts:

- Cost recovery beyond raw materials
- Closely managing corporate costs
- Maintaining pricing discipline

Essential Cornerstones:

- Product Innovation
- Portfolio Management
- Growth in Attractive Markets
- Continuous Improvement





- o Implementing a Restructuring Plan to improve profitability and better align with the markets we serve
- Key initiatives primarily related to the Bedding Products segment
 - Continuing to reshape product and commercial strategy
 - Optimizing manufacturing and distribution footprint
- o Smaller actions within the Furniture, Flooring & Textile Products segment
 - Aligning capacity with regional demand
 - Driving operating efficiencies



Bedding Products Restructuring Initiatives Seggett & Platt.



FOOTPRINT:

- ✓ Higher output manufacturing locations with sufficient capacity to meet customer needs
- ✓ Aligning capacity with anticipated future market demand
- ✓ More efficient, regional distribution network
- ✓ From 50 to ~30–35 facilities

PRODUCTS:

- ✓ Innovative, higher-value content and additional product solutions
- ✓ Components to private label finished goods
- ✓ Leveraging specialty foam and innerspring technologies

- ✓ Enabling profitable growth via expanded product capabilities, increased content
- ✓ Reducing costs
- Creating value for customers and shareholders



Restructuring Initiatives Are Underway and On Track



Bedding Products

- ✓ Closed four small U.S. Spring distribution facilities
- ✓ Shifted manufacturing from three U.S. Spring facilities to remaining operations
- ✓ Closed one small Specialty Foam plant
- ✓ Currently downsizing innerspring operations in China
- ✓ Two additional Specialty Foam consolidations underway
- ✓ Preparing to list five properties for sale

Home Furniture

- Closed one plant and shifted production to remaining facilities
- Engineering team relocating to nearby location
- ✓ Property expected to be listed for sale by Q3 2024

Flooring Products

- ✓ Closed one production line and transferred manufacturing to other locations
- ✓ Redeploying equipment from closed line to another facility





\$40–\$50 million Annual EBIT Benefit

~\$100 million Annual Sales Reduction \$60–\$80 million Cash from Real Estate

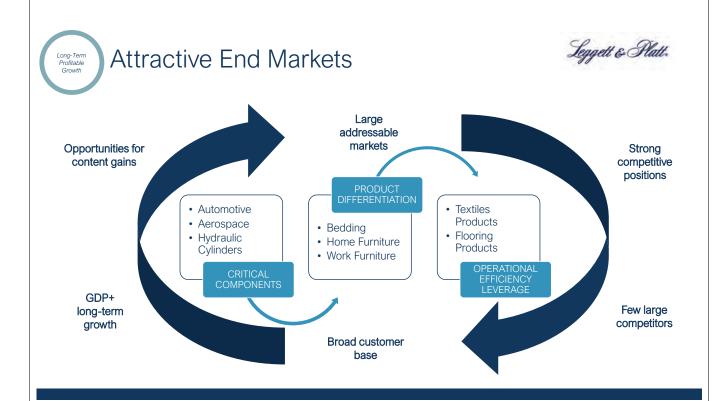
- o EBIT benefit driven by optimized Bedding footprint
 - Expect to begin realizing in the second half of 2024
 - Expect to see full benefit on an annualized run-rate basis by late 2025
- Sales reduction primarily related to geographic changes within Bedding
- Real estate sales of property associated with initiatives expected to be substantially complete by the end of 2025
 - Proceeds expected to primarily be used for debt reduction





- Majority of cash costs anticipated to be incurred in 2024
- Expect \$20-\$25 million of restructuring and restructuring-related costs in first half of 2024;
 approximately half in cash costs
 - \$11 million of costs incurred in 1Q24; \$6 million cash and \$5 million non-cash costs

	<u>2024</u>	<u>2025</u>	<u>Total</u>
Cash Costs	\$25–\$30	\$5–\$10	\$30–\$40
Non-Cash Costs	15–20	20–25	35–45
Total Costs	\$40–\$50	\$25–\$35	\$65–\$85







The market leader in specialty foam and innerspring technologies, from components to finished products...





...powered by innovation across product lines.









Sustainability

Sustainability & Governance Focus Areas





Our People

 Committed to supporting our employees and ensuring the right resources and processes are in place for our teams to succeed

Innovative Products

 Focused on reducing the environmental impacts of our products across their lifecycles and improving chemical management in our businesses

The Environment

o Identifying ways to limit our environmental impact and taking steps toward emission-reducing activities

Supply Chain Management

 Global supply base vetted through comprehensive supplier qualification, risk, and review processes

Business Ethics & Governance

 Strong governance, high ethical standards, board leadership and oversight, human rights, data privacy and cyber security, and reporting accountability are key priorities

Our Commitment to Enhancing Lives



Enhancing lives through our people, our products, and our processes



- ✓ Investing in our people to attract and retain a diverse pool of talent for long-term success
- ✓ Innovative products deliver positive sustainability impact for our customers
- ✓ Focus on resource efficiency, waste reduction, and renewables protects environment and reduces costs

Investing in Our People



To attract and retain a diverse pool of talent for long-term success

- ID&E strategy and initiatives designed to foster an inclusive and diverse culture that aligns with our values and priorities
 - o People First learning program promotes more creative, connected, and collaborative teams
 - People First Champion Network facilitates conversations around our values and inclusive leadership habits
 - o Women's Employee Resource Group fosters personal and professional development, raises the visibility of women, and broadens their support network
- Leggett Learning and Leadership provides online tools and resources for employee growth and career development
- Leadership Essentials Experience are virtual, instructor-led courses focusing on creating an environment where employees can realize their aspiration to grow

CEO Action Pledge for Diversity & Inclusion

- Making our workplace a trusting environment in which we can have ongoing conversations about diversity and inclusion
- Expanding our awareness and understanding of implicit bias
- Sharing our best and unsuccessful - practices with others
- Engaging our Board in discussing and prioritizing strategies and actions that grow our inclusive culture

Innovative Products



Deliver positive sustainability impact for our customers



Lightweight automotive components help to reduce overall vehicle weight, improve fuel efficiency, and reduce noise



- Product design innovation has led to the reduction of raw materials and weight, contributing to vehicles that are lighter and more fuel efficient
- Evolution in product design has resulted in the use of ferrite magnets instead of rare earth magnets, helping reduce the use of rare earth minerals



Our newer bedding products reduce mattress weight and use less petrochemicals



- Every 100 queen mattresses constructed with Quantum Edge® and Caliber Edge™ conserves 40 gallons of petro-chemical contents*
- Quantum Edge® and Caliber Edge™ with Eco-Base integrate a fabric scrim that is up to 80% lighter and contains 80% fewer petro-chemicals than the base poly foam** it is replacing



Our Flooring Products business manufactures carpet underlay products that make a direct contribution towards LEED green building certification for our customers All products can be 100% recycled at the end of their useful life Bonded/Bonded Plus carpet cushions consist of 100% recycled foam

recycled fibers

Rubber XD/Rubber Plus carpet cushions contain no less than 20% preconsumer recycled material Fiber carpet cushion is composed of a high percentage of industry-derived



Our geotextile products, such as erosioncontrol blankets and silt fencing, address the challenges of land at risk of natural or manmade erosion



- Using a geogrid or geotextile fabrics for subgrade stabilization significantly lowers the amount of energy expended from extracting the rock and delivering it for our customers, which reduces their carbon footprint

Enhancing Our Processes



Focus on resource efficiency, waste reduction, and renewables protects environment and reduces costs

Steel

In 2022, 92% of the steel rod we produced is from steel scrap, of which the majority is post-consumer
 Dust created from our rod mill's electric arc furnace is redirected from landfill disposal to processing in a kiln where zinc and heavy metals are recovered. -1,600 tons of zinc was reclaimed, and the remaining kiln byproduct is used by the cement industry as a raw material, thereby eliminating a hazardous waste that previously required disposal.

Wood

- In 2022, our U.S. Spring business's spend with Forest Stewardship Council® (FSC®)-certified sources increased by approximately 4% to 76%
- We are increasing the use of FSC®-certified wood products in our Work Furniture business

Chemicals

Specialty foam products meet the highest standards for chemical safety with CertiPUR-US® certification
 Our Specialty Foam and Flooring Products businesses have developed capabilities to replace petro-chemicals by processing specific renewable raw materials, such as soy and castor, into foam formulations

Plastic

In our Automotive business, post-consumer-grade recycled nylon and plastic are used to manufacture components
 An operation in our Work Furniture business uses more than 420 tons of 100% post-consumer plastics and post-industrial waste each year to create high-quality structural components

Foam Scrap

 In our Flooring Products business, the bonded carpet cushion we produce is primarily from repurposed foam that is sourced from foam manufacturers across the U.S., including our Specialty Foam business

Conservation

Lighting improvement projects avoided 1,100 metric tons of CO₂ equivalents and 2.8 million kWh saved annually
 Right-sizing our light-duty private passenger fleet in 2022 will result in an annual average reduction of 55,000 gallons of gasoline or ~486 metric tons of carbon dioxide-equivalent emissions

Corporate Governance



Board Independence

- Lead Independent Director with significant responsibilities
- Independent Board (9 of 10 directors are independent)
- All Board committees are composed of independent directors
- Independent directors conduct regular executive sessions called by the Lead Independent Director

Board Practices

- Annual Board and committee assessments
- Risk oversight and strategic planning by full Board and committees
- Independent director service limited to three additional Boards

Board Accountability

- Annual election of all directors
 - Majority vote standard to elect directors
 - Proxy access right for shareholders
 - Shareholders can call special meetings
 - Positive annual say-onpay vote
 - Board reviews evolving shareholder feedback

Compensation / Ownership

- Robust stock ownership guidelines for all Directors and Executive Officers
- Clawback policy in place
- Maintain restrictions on hedging and pledging shares of our stock
- Double trigger equity vesting provisions in place for change in
- No repricing of options or cash buyouts
- No tax gross-ups

Board of Directors





33% of independent directors are women

4 directors identify as racial / ethnic minorities



Technology and Global R&D at Weber Director since: 2022

Knowledge of manufacturing, engineering, management, and operations in the consumer and automotive industries

Managing Director at SI Ventures Director since: 2014



CEO experience and public board experience offers insight into corporate strategy and development, IT and international

Jai Shah ♯ ◆

Group President at Masco Director since: 2019



market innovations



Leadership experience in operations and finance, as well as strategic planning and risk management; Public company Board experience

Chairman & CEO Director since: 2002

CEO at Flowserve

Director since: 2019



Brings knowledge of the Company's operations, strategy and governance, as well as its customers and end markets

Retired Vice Chair & CFO at Brown-Forman Director since: 2005



Understanding of the strategic, financial and accounting issues the Board addresses in its oversight

Lead Independent Director, Retired Executive VP at Illino Tool Works
Director since: 2009

Experience at ITW provides insight on automotive strategy, business development, M&A, operations, and international issues

Retired President & CEO, Household Products Division at Energizer Director since: 2005

Brings perspective to the Board on manufacturing operations, marketing and development of international capabilities

Mary Campbell ♯ ★

Commerce Ventures at Qurate Retail Director since: 2019



Knowledge in consumer driven product innovation, marketing and brand building, and traditional and media platforms

VP & President -Engine Business Segment at Cummins Director since: 2018



Knowledge of automotive and industrial industries; Experience in operations and innovation at a multi-billion-dollar business

Through the years, Leggett & Platt has earned a reputation for honesty and integrity. Our long history of high-quality earnings, financial transparency and conservative accounting practices evidence fundamental values held throughout the company. These values are reflected in our policies and shape our practices as we strive to maintain the confidence and trust of our shareholders, customers, and employees.

Our Corporate Governance Principles

The Board of Directors and management of Leggett & Platt are committed to solid principles of good governance. The Board-approved **Corporate Governance Guidelines** formalize that commitment. The Board evaluates these guidelines at least annually in consideration of evolving standards of corporate governance.

Board Composition and Leadership

Leggett's Board is made up of ten directors, nine of whom are independent as defined by the rules of the New York Stock Exchange. Karl Glassman serves as Board Chairman and Robert Brunner serves as the independent Lead Director. Our independent directors regularly meet without management present.

All of our key Board committees consist solely of independent directors. The Board of Directors has standing committees for **Audit**, **Human Resources and Compensation**, and **Nominating**, **Governance and Sustainability**, which operate under written charters approved by the Board.

Commitment to Ethical Conduct

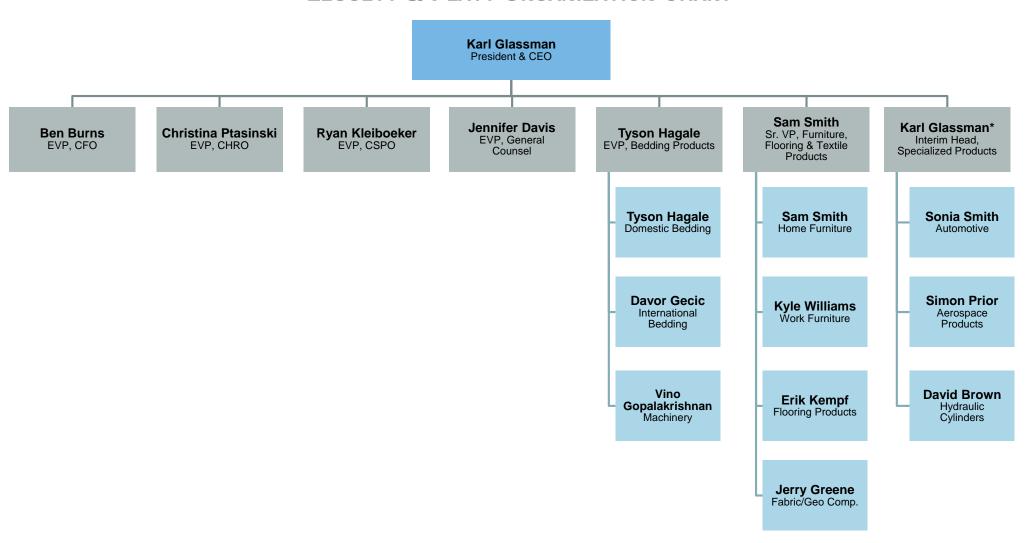
Companies are known by the reputation their directors and employees earn. Through the years, Leggett has set a high standard for honesty, integrity, and ethical conduct. In addition to continuously promoting an atmosphere for ethical conduct, the Board has adopted a **Code of Business Conduct & Ethics** that applies to all directors, officers, and employees. The Board also has adopted a **Code of Ethics for Financial Officers**.

Additional Information Available on Our Website

You will find these documents in the Governance section of Leggett's website at www.leggett.com/governance.

- Articles of Incorporation
- Bylaws
- An overview of each of the Board committees
- Charters for each of the Board committees
- Code of Business Conduct and Ethics
- Financial Code of Ethics
- Corporate Governance Guidelines
- Independence Standards for Directors
- Director Nomination Procedure
- Instructions about How to Contact the Audit Committee and the Board

LEGGETT & PLATT ORGANIZATION CHART



Directors of Leggett & Platt, Incorporated June 2024



Angela Barbee, 58, was Senior Vice President—Technology and Global R&D of Weber Inc., a manufacturer of charcoal, gas, pellet, and electric outdoor grills and accessories, from 2021 until January 2022. She previously served as Vice President—Advance Development, Global Kitchen & Bath Group of Kohler Company from 2020 to 2021, and as Vice President—New Product Development and Engineering, Global Faucets from 2018 to 2020. Ms. Barbee served as Director—Global Creative Design Operations of General Motors from 2013 to 2017, and in various other capacities since 1994. Ms. Barbee holds a bachelor's degree in mechanical engineering from Wayne State University, a master's degree in mechanical engineering from Purdue University, and has completed the Executive Education Program in the Ross Business School at the University of Michigan. She was first elected as a director of the Company in 2022.



Mark A. Blinn, 62, was President and Chief Executive Officer and a director of Flowserve Corporation, a leading provider of fluid motion and control products and services for the global infrastructure markets, from 2009 until his retirement in 2017. He previously served Flowserve as CFO from 2004 to 2009 and Head of Latin America from 2007 to 2009. He serves as a director of Texas Instruments, Incorporated, Emerson Electric Co., and Globe Life Inc. He previously served as a director of Kraton Corporation. Mr. Blinn holds a bachelor's degree, a law degree, and an MBA from Southern Methodist University. He was first elected as a director of the Company in 2019.



Robert E. Brunner, 66, Lead Director, was the Executive Vice President of Illinois Tool Works, Inc. (ITW), a multi-industrial manufacturer of advanced industrial technology, from 2006 until his retirement in 2012. He previously served ITW as President—Global Auto beginning in 2005 and President—North American Automotive from 2003. He serves as the independent Board Chair of Lindsay Corporation and previously served as a director of NN, Inc. Mr. Brunner holds a degree in finance from the University of Illinois and an MBA from Baldwin-Wallace College. He was first elected as a director of the Company in 2009.



Mary Campbell, 57, served as President, vCommerce Ventures of Quarate Retail, Inc., from 2022 until her retirement at the end of 2023. Qurate Retail is comprised of a select group of retail brands and is a leader in video commerce, a top-10 ecommerce retailer, and a leader in mobile and social commerce. During her more than 20 years with the company, she has served as Chief Content, Digital, and Platforms Officer of QxH, a segment of Qurate, from 2021 to 2022, Chief Merchandising Officer of Qurate Retail Group and Chief Commerce Officer of QVC US from 2018 to 2021, Merchandising and Interactive Officer in 2018, Chief Interactive Experience Officer from 2017 to 2018, and Executive Vice President, Commerce Platforms for QVC from 2014 to 2017. She serves as a director of Kontor Brands, Inc. Ms. Campbell holds a bachelor's degree in psychology from Central Connecticut State University. She was first elected as a director of the Company in 2019.



Manuel A. Fernandez, 78, co-founded SI Ventures, a venture capital firm focusing on IT and communications infrastructure, and has served as the managing director since 2000. His previous positions include Chairman, President, and CEO at Gartner, Inc., and CEO of Dataquest, Gavilan Computer Corporation, and Zilog Incorporated. He currently serves as the lead independent director of Performance Food Group Company. He was previously the non-executive chairman of Brunswick Corporation. Mr. Fernandez holds a degree in electrical engineering and completed post-graduate work in solid-state engineering at the University of Florida. He was first elected as a director of the Company in 2014.



Karl G. Glassman, 65, Chairman, was appointed President and Chief Executive Officer in May 2024. He served as the Company's Executive Chairman of the Board from 2022 until May 2023 and was first appointed Chairman of the Board in 2020, a position he continues to hold. He previously served the Company as Chief Executive Officer from 2016 to 2021, President from 2013 to 2019, Executive Vice President from 2002 to 2013, Chief Operating Officer from 2006 to 2015, President of the Residential Furnishings Segment from 1999 to 2006, Senior Vice President from 1999 to 2002, and in various capacities since 1982. Mr. Glassman holds a degree in business management and finance from California State University—Long Beach. He previously served on the Board of Directors of the National Association of Manufacturers. He was first elected as a director of the Company in 2002.



Joseph W. McClanathan, 71, served as President and Chief Executive Officer of the Household Products Division of Energizer Holdings, Inc., from 2007 through his retirement in 2012. He previously served as President and Chief Executive Officer of the Energizer Battery Division from 2004 to 2007, President–North America from 2002 to 2004, and as Vice President–North America from 2000 to 2002. He serves as a director of Brunswick Corporation. Mr. McClanathan holds a degree in management from Arizona State University. He was first elected as a director of the Company in 2005.



Srikanth Padmanabhan, 60, serves as Executive Vice President and President, operations Cummins Inc., a global manufacturer of engine and power solutions. He previously served as President of its Engine segment from 2016 to 2023, Vice President–Engine Business from 2014 to 2016, Vice President and General Manager of Emission Solutions from 2008 to 2014, and in various other capacities since 1991. Mr. Padmanabhan holds a degree in mechanical engineering from the National Institute of Technology, a doctorate in mechanical engineering from Iowa State University, and completed the Advanced Management Program at Harvard Business School. He was first elected as a director of the Company in 2018.



Jai Shah, 58, serves as a Group President of Masco Corporation, a Fortune 500 global leader in the design, manufacture, and distribution of branded home improvement and building products. He previously served as President of Delta Faucet Company, a Masco business unit, from 2014 to 2018, Vice President and Chief Human Resource Officer from 2012 to 2014, and in various other capacities at Masco since 2003. Mr. Shah is a Certified Public Accountant and holds bachelor's and master's degrees in accounting from the University of Waterloo and an MBA from the University of Michigan. He was first elected as a director of the Company in 2019.



Phoebe A. Wood, 71, has been a principal in CompaniesWood, a consulting firm specializing in early stage investments, since 2008. She served as Vice Chairman and Chief Financial Officer, and in other capacities at Brown-Forman Corporation from 2001 until 2008. Ms. Wood previously held various positions at Atlantic Richfield Company from 1976 to 2000. Ms. Wood is a director of Invesco, Ltd. and PPL Corporation. She holds a degree in psychology from Smith College and an MBA from UCLA. She was first elected as a director of the Company in 2005.

Key Board Committees:

Audit
Human Resources and Compensation
Nominating, Governance and Sustainability

Wood (Chair), Barbee, Blinn, Campbell, Padmanabhan, Shah Shah (Chair), Barbee, Blinn, Brunner, Fernandez, McClanathan McClanathan (Chair), Brunner, Campbell, Fernandez, Padmanabhan, Wood

Management, Leggett & Platt, Incorporated June 2024

Karl G. Glassman, 65, President and Chief Executive Officer

Karl Glassman was appointed President and Chief Executive Officer in 2024 and Board Chairman in 2020. He served as the Company's Executive Chairman of the Board until his retirement in May 2023. He previously served the Company as Chief Executive Officer from 2016 to 2021, President from 2013 to 2019, Executive Vice President from 2002 to 2013, Chief Operating Officer from 2006 to 2015, President of the Residential Furnishings Segment from 1999 to 2006, Senior Vice President from 1999 to 2002, and in various capacities since 1982.

Benjamin M. Burns, 46, Executive Vice President and Chief Financial Officer

Ben Burns was appointed Executive Vice President and Chief Financial Officer in June 2023. He previously served as Executive Vice President–Business Support Services since February 2023, as Senior Vice President–Business Support Services in 2022, Vice President–Business Support Services from 2019 to 2022, Vice President, Treasurer from 2017 to 2019, Vice President, Internal Audit & Due Diligence from 2012 to 2017, and in various other auditing capacities since 2003.

Jennifer J. Davis, 48, Executive Vice President-General Counsel

Jennifer Davis was appointed Executive Vice President–General Counsel in January 2024. She previously served as Vice President–Deputy General Counsel from 2020 to 2023, as Deputy General Counsel from 2015 to 2020, and as Associate General Counsel and Chief Litigation Counsel from 2012 to 2022, and in various other legal roles since 2006. Prior to joining the Company, she practiced law at Stinson LLP.

J. Tyson Hagale, 47, Executive Vice President, President–Bedding Products

Tyson Hagale was appointed Executive Vice President, President—Bedding Products in February 2023. He previously served as Senior Vice President, President—Bedding Products from 2021 to 2023, Commercial Vice President for Domestic Bedding from 2020 to 2021, President of the Home Furniture Group in 2020, President of the Furniture Hardware Division from 2018 to 2020, and in various roles of increasing responsibility in the Company's bedding and furniture businesses since 2011. He joined Leggett in 2001 as a member of the Corporate Development Department and served in a variety of financial and strategic roles during his first ten years with the Company.

Ryan M. Kleiboeker, 46, Executive Vice President-Chief Strategic Planning Officer

Ryan Kleiboeker was appointed Executive Vice President-Chief Strategic Planning Officer in February 2024. He previously served as Senior Vice President-Chief Strategic Planning Officer from 2023 to 2024, Vice President-Corporate Development and Financial Planning since 2020, held roles within the Company's operations from 2016 to 2020, including Director of Finance and Business Development for the Specialized and Furniture, Flooring, and Textile Products segments, and served as Director of Corporate Development in 2015 and in various other roles since 2005. Prior to joining the Company, he held positions at KPMG LLC and Citadel LLC.

Christina Ptasinski, 64, Executive Vice President-Chief Human Resources Officer

Christina Ptasinski was appointed Executive Vice President-Chief Human Resources Officer in February 2023, and previously served as Senior Vice President-Chief Human Resources Officer since 2021. She joined the Company with over 20 years of human resources leadership experience, most recently as Senior Vice President HR for CEVA Logistics, where she previously served as Head of Global HR Performance. Prior to that, she was the Chief Human Resources Officer for Crane Worldwide Logistics.

Sam Smith, 56, Senior Vice President, President-Furniture, Flooring & Textile Products

Sam Smith was appointed Senior Vice President, President–Furniture, Flooring & Textile Products in April 2024. He previously served as President–Home Furniture, from 2020 to 2024, and in several operational roles of increasing responsibility within the Home Furniture group since joining Leggett in 2014. Prior to joining the Company, he held various leadership, sales, and engineering roles at other manufacturing and service companies.

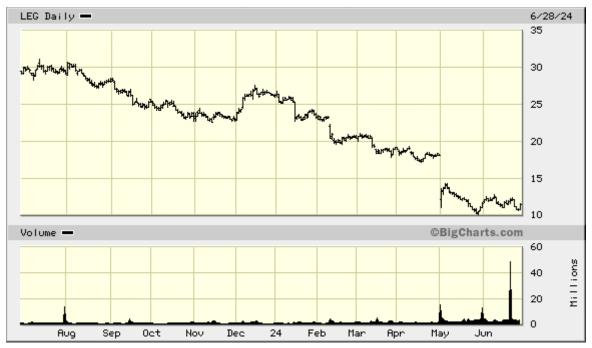
Tammy M. Trent, 57, Senior Vice President-Chief Accounting Officer

Tammy Trent was appointed Senior Vice President in 2017 and has served as Chief Accounting Officer since 2015. She previously served as Vice President from 2015 to 2017 and Staff Vice President, Financial Reporting from 2007 to 2015. She has served the Company in a series of progressively more responsible financial capacities since 1998.

Stock Information

Leggett & Platt - 1 Year Price History

(As of June 2024)

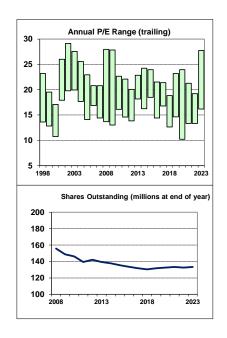


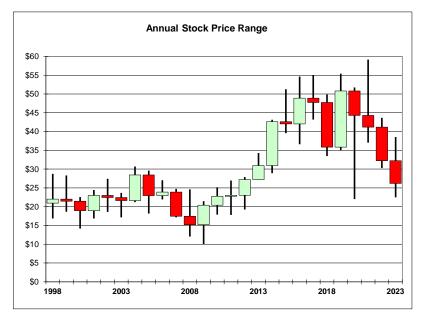
Leggett & Platt - 10 Year Price History



																												6 mos
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Open	17.31	20.94	22.00	21.44	18.94	23.00	22.44	21.63	28.43	22.96	23.90	17.44	15.19	20.40	22.76	23.04	27.22	30.94	42.61	42.02	48.88	47.73	35.84	50.83	44.30	41.16	32.23	26.17
High	23.88	28.75	28.31	22.56	24.45	27.40	23.69	30.68	29.61	27.04	24.73	24.60	21.44	25.15	26.95	27.89	34.28	43.15	51.28	54.63	54.97	49.88	55.42	51.76	59.16	43.63	38.55	26.84
Low	15.75	16.88	18.63	14.19	16.85	18.60	17.16	21.19	18.19	21.93	17.14	12.03	10.03	17.89	17.80	19.26	27.25	28.90	39.58	36.64	43.17	33.48	34.95	22.03	37.05	30.28	22.50	10.11
Close	20.94	22.00	21.44	18.94	23.00	22.44	21.63	28.43	22.96	23.90	17.44	15.19	20.40	22.76	23.04	27.22	30.94	42.61	42.02	48.88	47.73	35.84	50.83	44.30	41.16	32.23	26.17	
EPS *	1.08	1.24	1.45	1.32	0.94	0.94	0.86	1.20	1.29	1.30	1.19	0.88	0.77	1.11	1.22	1.39	1.50	1.78	2.14	2.54	2.57	2.65	2.39	2.16	2.78	2.27	1.39	
P/E Low (ttm)	15	14	13	11	18	20	20	18	14	17	14	14	13	16	15	14	18	16	18	14	17	13	15	10	13	13	16	
P/E High (ttm)	22	23	20	17	26	29	28	26	23	21	21	28	28	23	22	20	23	24	24	22	21	19	23	24	21	19	28	
Shares Outstanding, end of pd (millions, split adjusted)	192.8	197.7	196.9	196.1	196.3	194.5	192.1	190.9	182.6	178.0	168.7	155.8	148.8	146.2	139.4	142.1	139.4	137.8	135.6	133.5	131.9	130.5	131.8	132.6	133.4	132.6	133.3	
Fraction of Shares Traded	30%	36%	55%	62%	54%	66%	73% * EPS b	77% peginnin	101% g in 200											167%	181%	256%	224%	250%	195%	209%	214%	

Data	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Jan 1 Open	17.06	20.94	22.06	21.25	18.50	22.86	22.56	21.61	28.30	23.16	23.99	17.34	15.29	20.50	22.99	23.50	27.62	30.87	42.64	41.27	49.25	47.93	35.37	51.07	44.23	41.45	32.54	26.17
Dec 31 Close	20.94	22.00	21.44	18.94	23.00	22.44	21.63	28.43	22.96	23.90	17.44	15.19	20.40	22.76	23.04	27.22	30.94	42.61	42.02	48.88	47.73	35.84	50.83	44.30	41.16	32.23	26.17	
Yearly Low	15.75	16.88	18.63	14.19	16.85	18.60	17.16	21.19	18.19	21.93	17.14	12.03	10.03	17.89	17.80	19.26	27.25	28.90	39.58	36.64	43.17	33.48	34.95	22.03	37.05	30.28	22.50	10.11
Minimum Close	15.81	17.13	18.81	14.25	17.00	18.90	17.40	21.35	18.55	22.39	17.27	12.24	10.21	18.26	17.87	19.49	27.40	29.06	40.68	37.79	43.50	33.97	35.45	22.47	38.00	30.95	22.52	10.32
Average Close	19.85	24.26	22.85	17.88	21.20	23.50	20.92	25.78	25.45	24.23	21.72	17.51	16.25	21.43	22.77	23.35	30.84	34.54	45.60	47.94	49.15	42.93	42.44	38.81	47.04	36.65	29.41	17.87
Maximum Close	23.53	28.44	27.88	22.25	24.23	27.16	23.57	30.56	29.44	26.96	24.62	23.98	20.82	25.02	26.37	27.85	34.19	42.95	51.00	54.53	54.04	48.80	55.18	51.58	57.95	42.70	38.04	26.41
Yearly High	23.88	28.75	28.31	22.56	24.45	27.40	23.69	30.68	29.61	27.04	24.73	24.60	21.44	25.15	26.95	27.89	34.28	43.15	51.28	54.63	54.97	49.88	55.42	51.76	59.16	43.63	38.55	26.84
Minimum Daily Volume (000)	24	27	96	75	123	137	90	131	230	169	496	370	179	452	477	358	266	338	249	281	207	341	402	352	344	209	356	711
Average Daily Volume (000)	231	283	430	484	430	509	558	585	735	752	1487	2749	1819	1635	1663	1766	1099	955	1025	887	953	1333	1174	1308	1033	1104	1144	2734
Maximum Daily Volume (000)	1421	1288	12525	4037	2106	2625	2391	3288	7957	2645	5077	9448	6074	5251	6344	8723	3298	3609	4007	2889	3856	4324	5459	8035	34860	7350	14457	49135
Yearly Volume (millions)	58.3	71.2	108.4	121.9	106.5	128.3	140.6	147.5	185.1	188.8	371.8	695.5	458.4	412.0	419.1	441.6	278.0	239.6	258.2	223.4	239.1	334.5	295.9	330.9	260.3	277.2	285.9	339.0





Monthly Stock Price Info

		Month												
Year	Data	1	2	3	4	5	6	7	8	9	10	11	12	Grand Total
2024	Monthly Low	22.72	19.60	17.81	17.19	10.11	10.55							10.11
	Minimum Close	22.85	19.80	18.08	17.30	10.32	10.68							10.32
	Average Close	\$24.42	\$21.20	\$19.45	\$18.20	\$12.14	\$11.68							\$17.87
	Maximum Close	26.41	23.38	20.84	18.99	13.95	12.45							26.41
	Monthly High	26.84	23.54	21.03	19.33	14.30	12.74							26.84
	Minimum Daily Volume	711	757	1,100	1,195	1,718	1,922							711
	Average Daily Volume	1,432	1,576	2,028	1,583	4,181	5,791							2,734
	Maximum Daily Volume	3,114	5,272	5,814	2,299	15,912	49,135							49,135
	Monthly Volume	30,073	31,517	40,554	34,824	91,988	110,029							338,985
2023	Monthly Low	32.15	33.49	30.05	30.60	30.25	28.77	28.26	27.22	24.37	22.69	22.50	22.82	22.50
	Minimum Close	32.63	33.53	30.23	30.72	30.48	28.87	28.88	27.44	24.58	23.18	22.52	23.90	22.52
	Average Close	\$34.59	\$34.96	\$31.77	\$31.51	\$32.18	\$30.63	\$29.64	\$28.65	\$25.96	\$24.32	\$23.29	\$26.06	\$29.41
	Maximum Close	36.56	38.04	34.76	32.31	32.97	32.71	30.24	30.55	28.29	25.50	23.84	27.05	38.04
	Monthly High	36.76	38.55	34.81	32.56	33.50	32.86	31.14	30.69	28.53	25.53	24.53	27.58	38.55
	Minimum Daily Volume	558	572	420	515	381	498	683	593	569	647	356	583	356
	Average Daily Volume	898	947	920	805	662	1,059	1,990	1,085	1,389	1,159	1,389	1,475	1,144
	Maximum Daily Volume	2,892	1,777	2,598	2,300	1,370	2,099	14,457	3,305	5,228	2,969	3,118	3,509	14,457
	Monthly Volume	17,951	17,989	21,149	15,291	14,571	22,229	39,798	24,959	27,784	25,499	29,177	29,491	285,887
2022	Monthly Low	37.04	34.88	34.77	33.80	34.68	33.19	34.20	37.92	32.97	30.28	31.62	31.28	30.28
	Minimum Close	37.89	36.13	34.80	34.91	35.05	33.39	35.19	38.22	33.22	30.95	32.18	31.59	30.95
	Average Close	\$40.68	\$38.13	\$36.45	\$36.05	\$37.34	\$36.43	\$37.37	\$40.22	\$36.17	\$33.04	\$34.65	\$33.32	\$36.65
	Maximum Close	42.70	40.10	37.81	37.47	39.81	39.24	40.12	41.63	39.12	35.56	36.36	35.74	42.70
	Monthly High	43.63	40.53	38.19	37.70	39.81	39.32	40.19	41.94	39.64	35.58	36.46	36.40	43.63
	Minimum Daily Volume	796	992	701	623	760	622	521	307	485	538	209	545	209
	Average Daily Volume	1,741	1,434	1,199	1,418	1,212	1,136	982	800	824	1,027	689	883	1,104
	Maximum Daily Volume	7,350	2,571	3,373	4,925	2,749	2,197	4,123	1,625	1,905	3,112	1,350	1,998	7,350
	Monthly Volume	34,826	27,243	27,566	28,362	25,455	23,847	19,644	18,389	17,303	21,570	14,468	18,546	277,220
2021	Monthly Low	40.87	40.75	43.12	45.41	50.12	48.16	46.27	46.51	44.81	44.01	39.87	37.05	37.05
	Minimum Close	41.00	41.49	44.05	46.34	50.90	48.96	46.99	46.89	44.84	44.48	40.39	38.00	38.00
	Average Close	\$43.60	\$42.74	\$46.71	\$48.61	\$55.21	\$52.44	\$49.18	\$48.56	\$46.70	\$46.19	\$43.40	\$40.83	\$47.04
	Maximum Close	44.96	44.47	49.32	50.93	57.95	55.70	51.74	49.75	48.62	47.95	48.10	43.37	57.95
	Monthly High	45.33	44.65	50.00	51.56	59.16	55.87	52.44	49.94	48.80	48.37	48.13	43.89	59.16
	Minimum Daily Volume	744	510	752	441	413	387	369	350	432	344	615	725	344
	Average Daily Volume	1,080	901	1,177	738	834	735	735	590	706	765	1,012	3,030	1,033
	Maximum Daily Volume	2,665	1,447	3,282	1,204	1,700	1,483	2,512	1,432	1,922	2,373	2,525	34,860	34,860
	Monthly Volume	20,527	17,114	27,067	15,506	16,689	16,179	15,430	12,975	14,834	16,063	21,256	66,669	260,310

Monthly Stock Price Info

		Month												
Year	Data	1	2	3	4	5	6	7	8	9	10	11	12	Grand Total
2020	Monthly Low	47.50	38.20	22.03	22.27	24.01	30.57	33.18	37.42	40.37	40.30	39.25	39.90	22.03
	Minimum Close	47.59	39.15	22.47	22.72	24.62	31.79	33.51	37.98	40.72	40.63	39.99	40.29	22.47
	Average Close	\$50.19	\$44.45	\$31.00	\$28.54	\$29.65	\$34.59	\$36.36	\$40.11	\$42.77	\$43.55	\$42.66	\$42.44	\$38.81
	Maximum Close	51.58	47.53	40.51	36.02	34.06	38.60	40.09	41.49	44.93	45.66	44.85	44.64	51.58
	Monthly High	51.76	48.73	41.66	36.12	34.58	39.24	40.16	42.22	45.33	46.13	45.17	45.18	51.76
	Minimum Daily Volume	748	479	618	836	759	659	694	385	667	468	352	470	352
	Average Daily Volume	1,197	1,256	1,400	1,730	2,241	1,418	1,305	1,046	1,227	863	978	1,079	1,308
	Maximum Daily Volume	5,576	2,927	2,258	8,035	7,851	2,882	4,683	3,661	4,271	4,065	2,430	2,332	8,035
	Monthly Volume	25,134	23,861	30,792	36,329	44,829	31,195	28,717	21,959	25,766	18,995	19,552	23,744	330,874
2019	Monthly Low	34.95	40.48	40.67	38.55	35.42	35.35	37.09	35.90	35.92	37.91	51.10	50.20	34.95
	Minimum Close	35.45	40.89	40.77	39.36	35.51	36.01	37.84	36.33	36.47	38.45	51.28	50.72	35.45
	Average Close	38.59	44.45	43.30	42.66	37.89	37.70	39.12	38.12	40.59	43.07	53.26	51.49	42.44
	Maximum Close	40.96	46.07	45.98	43.74	40.32	38.37	40.30	39.53	42.18	51.88	55.18	53.07	55.18
	Monthly High	41.01	46.50	46.17	43.89	40.42	39.03	41.38	40.58	42.83	52.14	55.42	53.13	55.42
	Minimum Daily Volume	581	616	734	497	635	482	402	691	505	651	493	507	402
	Average Daily Volume	1,038	1,244	1,089	1,023	1,123	982	1,579	1,071	1,023	1,382	1,261	1,235	1,174
	Maximum Daily Volume	2,596	3,929	2,578	3,580	2,258	2,798	5,459	1,904	2,106	4,973	1,914	4,345	5,459
	Monthly Volume	21,806	23,643	22,879	21,486	24,703	19,633	34,744	23,561	20,464	31,795	25,225	25,934	295,874
2018	Monthly Low	46.24	42.00	41.25	40.31	39.57	41.37	42.91	42.19	43.48	34.07	36.11	33.48	33.48
	Minimum Close	46.51	43.45	41.80	40.55	40.38	41.45	43.28	42.58	43.78	34.46	36.76	33.97	33.97
	Average Close	47.87	44.65	44.92	43.59	41.59	43.73	44.95	44.53	45.53	39.32	37.80	36.76	42.93
	Maximum Close	48.80	45.78	47.41	45.04	42.58	44.72	46.05	46.25	46.40	43.63	39.10	40.16	48.80
	Monthly High	49.88	47.04	47.44	45.39	43.07	45.18	46.27	46.71	46.57	44.22	39.19	40.18	49.88
	Minimum Daily Volume	517	777	590	623	531	671	511	690	428	807	341	660	341
	Average Daily Volume	1,132	1,729	1,814	1,254	1,078	1,369	1,272	1,005	916	1,608	1,152	1,713	1,333
	Maximum Daily Volume	2,491	3,727	3,412	3,400	1,741	2,742	3,694	1,501	1,935	4,025	1,863	4,324	4,324
	Monthly Volume	23,768	32,851	38,104	26,329	23,719	28,750	26,713	23,125	17,397	36,979	24,191	32,547	334,474
2017	Monthly Low	46.24	47.90	48.08	50.24	49.92	51.51	48.16	44.65	43.17	46.96	44.76	45.82	43.17
	Minimum Close	46.99	48.18	48.20	50.49	50.10	51.85	48.18	44.96	43.50	47.20	45.38	45.99	43.50
	Average Close	47.95	48.74	49.71	51.74	52.25	52.53	52.32	46.78	46.14	48.24	46.34	46.98	49.15
	Maximum Close	49.98	49.50	50.58	54.04	53.79	53.47	53.80	48.34	47.79	49.45	48.24	48.30	54.04
	Monthly High	50.09	50.16	50.89	54.97	53.96	53.72	53.96	48.43	47.97	51.99	48.80	49.17	54.97
	Minimum Daily Volume	576	567	490	629	539	402	318	585	491	301	207	399	207
	Average Daily Volume	1,060	1,005	905	1,188	931	763	916	886	1,060	1,068	868	825	953
	Maximum Daily Volume	3,426	2,243	2,040	3,856	2,007	1,325	2,081	1,401	2,602	2,797	1,717	1,766	3,856
	Monthly Volume	21,210	19,101	20,818	22,568	20,487	16,795	18,311	20,388	21,191	23,496	18,237	16,496	239,098

TOP HOLDERS - INSTITUTIONAL & FORMER MANAGEMENT AND DIRECTORS (in millions of shares) 2023 2022 2019 Dec Sept Jun Mar Institution Name Dec Sept Jun Mar 1 BLACKROCK FUND ADVISORS 15.0 15.3 14.2 14.7 14.5 14.1 13.7 13.5 13.2 9.3 9.3 9.3 10.0 15.0 8.6 8.8 8.8 10.0 96 96 9.6 a a 93 93 99 2 VANGUARD GROUP, INC. 13.0 13.0 12.9 12.8 12.9 13.1 12.9 12.9 11.7 12.1 14.1 14.0 14.2 14.0 14.0 14.6 14.9 14.5 14.4 14.4 14.4 14.2 13.9 13.8 13.6 index 3 STATE STREET GLOBAL ADVISORS index 7.6 7.2 7.1 17.6 16.9 18.1 16.4 18.2 14.5 10.7 11.8 11.8 11.1 10.8 12.7 14.1 11.3 14.5 15.6 13.7 14.0 13.0 11.4 10.7 10.8 4 CHARLES SCHWAB INVESTMENT MANAGEMENT, INC* 3.4 6.2 5.8 5.7 5.7 5.4 5.1 4.9 4.6 4.8 4.6 4.5 49 49 52 53 13 13 12 11 11 14 1.3 1.0 index CHARLES SCHWAB INVESTMENT ADVISORY, INC (THOMASPARTNERS, INC.)* 3.6 3.5 3.3 2.8 2.7 5 DIMENSIONAL FUND ADVISORS, L.P. 2.7 2.4 2.1 2.3 2.3 1.6 1.6 1.3 1.3 1.2 1.2 1.2 1.2 quant 2.2 2.0 1.8 1.7 1.5 1.5 1.6 1.6 1.6 1.4 1.1 1.0 6 PACER ADVISORS, INC. index 2.7 1.9 1.1 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 7 INVESCO CAPITAL MANAGEMENT, LLC 0.7 2.9 2.0 2.0 index 2.7 1.8 1.6 1.0 1.4 1.6 1.1 1.1 1.0 1.5 1.2 1.4 0.9 1.1 1.4 2.9 2.4 2.3 2.1 1.1 0.4 8 GEODE CAPITAL MANAGEMENT, LLC 1.9 1.9 1.8 1.7 1.7 1.7 1.9 2.6 2.5 2.5 2.3 2.3 2.4 2.2 2.0 2.0 2.0 index 1.9 0.7 0.7 0.7 0.8 0.8 0.8 0.8 1.6 1.3 0.6 0.7 0.7 0.6 0.6 0.6 0.6 0.8 0.8 0.8 0.8 0.8 0.8 0.8 0.6 9 BLACKROCK ADVISORS, LLC 10 DAVID S. HAFFNER, FORMER CHAIRMAN 1.8 1.8 1.8 1.8 1.8 1.8 1.1 0.8 0.2 0.0 11 QUBE RESEARCH & TECHNOLOGIES, LTD 1.6 0.1 0.0 0.0 0.1 0.0 0.0 0.1 0.0 0.0 12 ID-SPARINVEST, FILIAL AF SPARINVEST S.A., LUXEMBOURG 1.6 1.6 1.6 1.6 1.6 1.1 1.1 0.9 0.4 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 13 MILLENNIUM MANAGEMENT, LLC 1.5 1.1 3.0 0.7 0.2 0.2 0.4 0.5 1.2 0.1 0.4 0.4 0.7 0.0 0.1 0.4 0.5 0.4 0.3 0.1 0.1 0.2 14 PARAMETRIC PORTFOLIO ASSOCIATES, LLC 1.3 0.9 0.8 0.7 0.7 0.7 0.7 0.7 0.7 0.6 0.7 0.6 0.6 0.6 0.7 0.6 0.6 0.5 0.5 0.4 0.4 0.4 0.4 0.4 0.4 auant 15 PROFUND ADVISORS, LLC index 1.3 1.3 1.2 1.0 1.0 1.0 0.7 0.7 0.6 0.0 2.9 2.6 2.6 2.3 2.6 2.8 2.1 2.5 2.4 2.0 1.8 1.9 1.6 1.5 1.5 16 MELLON INVESTMENTS CORPORATION 1.3 1.3 14 16 16 19 16 1.7 1.4 14 14 08 09 1.0 2.3 3.4 51 39 3.7 1.0 1.0 1.0 1.0 3.5 3.8 index 17 MORGAN STANLEY & COMPANY, LLC 1.3 0.7 0.8 0.7 0.7 0.8 1.0 1.1 0.8 1.3 1.0 0.9 0.6 0.7 0.6 0.6 1.2 8.0 0.7 0.7 0.6 0.6 0.7 0.6 broke 18 NORTHERN TRUST INVESTMENTS, INC. 1 1 0.9 0.9 0.9 1.0 1.0 1.0 1.0 1.0 1.0 11 11 1.2 1.2 1.2 1.2 1.3 1.2 1.3 1.3 1.3 1.3 12 1.3 1.3 index 19 STATE STREET GLOBAL ADVISORS, LTD index 1.1 1.1 0.8 0.7 0.7 0.6 0.6 0.6 0.5 0.1 0.1 0.1 0.0 0.1 0.1 0.1 8.0 1.3 1.4 1.1 1.1 1.0 0.9 0.7 0.7 20 NORGES BANK INVESTMENT MGMT (Norway SWF) 1.0 1.0 1.0 1.0 1.0 1.0 1.3 1.3 1.3 1.3 1.3 1.3 1.3 1.3 1.1 1.1 1.1 1.1 1.1 1.1 1.8 1.8 1.8 1.8 21 BARCLAYS BANK PLC (WEALTH AND INVESTMENT MANAGEMENT) 22 BLACKROCK INVESTMENT MANAGEMENT (U.K.), LTD 1.4 1.3 1.3 1.3 0.9 0.9 0.9 0.3 0.3 0.2 0.2 0.2 0.2 0.2 0.5 0.6 0.5 0.6 0.5 0.9 1.4 1.3 1.3 1.2 23 SPEECE THORSON CAPITAL GROUP, INC. 0.8 0.8 0.9 0.8 0.7 0.7 0.4 0.4 0.4 0.4 0.4 0.5 0.4 0.3 0.4 0.4 0.3 0.8 0.8 0.8 0.6 0.4 0.4 0.5 24 VOLORIDGE INVESTMENT MANAGEMENT, LLC 0.8 0.0 0.0 0.0 0.3 0.2 0.0 0.3 0.3 0.1 0.0 0.1 0.0 25 D.E. SHAW & COMPANY, L.P. 0.7 0.2 0.5 0.1 0.4 0.6 0.2 0.2 0.1 0.3 0.1 0.5 0.3 0.1 0.0 0.0 0.1 0.2 26 LIS BANK PRIVATE ASSET MANAGEMENT 2.0 2.1 2.0 1.8 0.7 07 07 0.8 0.6 0.6 0.7 1.7 1.9 1.9 1.9 1.9 2.0 2.0 2.0 2.0 1.9 1.8 1.9 19 19 27 FIRST TRUST ADVISORS, L.P. 0.6 0.5 0.5 0.5 0.9 0.5 0.4 0.5 0.6 0.4 0.4 0.4 0.3 0.2 0.2 0.2 0.1 0.1 1.2 1.1 0.9 0.9 0.6 0.7 0.6 quant 0.5 0.5 0.5 28 PRINCIPAL GLOBAL INVESTORS, LLC 0.5 0.5 0.5 0.5 0.5 0.5 0.5 0.2 0.2 0.2 0.2 0.2 0.2 0.2 0.2 0.2 0.2 0.2 0.2 0.2 0.2 0.2 29 THE BANK OF NEW YORK MELLON CORPORATION (WEALTH MANAGEMENT) 0.5 0.5 0.5 0.5 0.5 0.5 0.6 0.6 0.5 0.7 0.5 0.5 0.5 0.5 0.5 0.5 0.5 0.5 0.5 0.6 0.6 0.6 0.6 0.5 30 SUSQUEHANNA FINANCIAL GROUP, LLLP 0.5 0.1 0.3 0.1 0.0 0.0 0.0 1.2 0.0 0.0 0.0 0.0 0.1 0.0 0.0 0.0 0.0 broke 31 TIAA-CREF INVESTMENT MANAGEMENT, LLC 0.5 0.5 0.3 0.3 0.4 0.4 0.4 0.4 0.4 0.4 0.5 0.5 0.5 0.5 0.5 0.4 0.5 0.6 0.5 0.5 0.5 0.5 0.5 0.5 0.7 32 MEIJI YASUDA ASSET MANAGEMENT COMPANY, LTD 0.4 0.3 0.3 0.3 0.3 0.3 0.2 0.2 0.1 0.0 0.0 0.0 33 HOTCHKIS AND WILEY CAPITAL MANAGEMENT, LLC 0.4 34 RHUMBLINE ADVISERS 0.4 0.4 0.4 0.4 0.4 0.4 0.4 0.4 0.3 0.4 0.3 0.3 0.3 0.3 0.3 0.2 0.3 0.2 0.2 0.2 0.2 0.2 0.2 0.2 0.2 index 0.5 0.1 0.0 0.2 35 HSBC GLOBAL ASSET MANAGEMENT (U.K.), LTD 0.4 0.3 0.0 0.0 0.0 0.0 0.0 0.2 0.1 0.2 0.2 0.2 0.3 0.3 0.3 0.2 0.3 0.2 0.2 0.2 0.4 36 UBS FINANCIAL SERVICES, INC. 0.4 0.1 0.1 0.1 0.2 0.2 0.2 0.5 0.3 0.5 0.2 0.3 0.1 0.2 0.4 0.3 0.4 0.5 0.6 0.5 0.6 0.3 0.2 0.5 37 RUSSELL INVESTMENT MANAGEMENT, LLC 0.4 0.3 0.3 0.0 0.0 0.0 0.0 0.0 0.3 0.0 0.0 0.2 0.1 0.1 0.1 0.0 0.0 0.0 0.0 0.0 0.1 0.1 0.1 0.1 quant 38 APERIO GROUP, LLC 0.1 0.1 0.1 0.1 0.1 0.1 0.1 0.1 0.1 0.1 0.1 0.1 0.1 0.0

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39 CREDIT SUISSE ASSET MANAGEMENT (SCHWEIZ) AG

41 GOLDMAN SACHS ASSET MANAGEMENT LP (LLS.)

40 COMMONWEALTH EQUITY SERVICES, LLC

43 UBS ASSET MANAGEMENT (AMERICAS), INC.

45 WELLS FARGO CLEARING SERVICES, LLC

49 DARK FOREST CAPITAL MANAGEMENT, L.P.

50 CALIF PUBLIC EMPLOYEES RETIREMENT SYSTEM

46 ADVISORS ASSET MANAGEMENT, INC.

47 SCHWEIZERISCHE NATIONAL BANK

48 STIFEL, NICOLAUS & COMPANY, INC.

42 BELL BANK (TRUST MANAGEMENT)

44 LPI FINANCIAL LLC

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^{*} Thomas Partners, Inc. shares reported under Charles Schwab Investment Management, Inc. beginning Q1 2020; Thomas Partners, Inc. exited their position in Q4 2023.

TOP HOLDERS - INSTITUTIONAL & FORMER MANAGEMENT AND DIRECTORS (in millions of shares)

												•													
	2024		20	23			20	22			20	21			20	20			20	19			20	18	
Institution Name	Dec Sept Jun Mar	Dec	Sept	Jun	Mar																				
Previous Holders of More Than 1 Million Shares																									
ALPS ADVISORS, INC. index				0.1	0.0	0.0	0.0	0.0		0.6	0.5	0.5	0.5	0.5	0.4				0.8	0.9	0.8	1.1			
BNP PARIBAS ASSET MANAGEMENT FRANCE							0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.2	1.3	1.0	1.3	1.1	8.0	0.0	0.0
DEPRINCE, RACE & ZOLLO, INC.									1.1																
EPOCH INVESTMENT PARTNERS, INC.			0.0	1.7	1.9	1.9	1.9	1.6	1.6	1.6	1.6	1.6	2.1	2.0	1.7	1.8	1.9	1.9	2.4	2.5	2.7	2.8	3.4	3.6	3.0
FIDELITY MANAGEMENT & RESEARCH COMPANY	0.0	0.0	0.2	0.2	0.2	0.2	0.9	0.9	2.0	1.8	1.4	1.3	1.3	1.2	1.1	0.8	0.0	0.0	0.0	0.0	0.1	0.0	0.1	0.1	0.0
HAMLIN CAPITAL MANAGEMENT, LLC											2.0	2.0	1.9	1.1											
HRT FINANCIAL, L.P. broker									0.0	1.1			0.0					0.1							
INVESCO ADVISERS, INC.	0.2	0.1	0.1	0.1	0.1	0.2	0.1	0.1	0.1	0.1	0.4	0.4	0.4	0.4	0.3	0.4	0.3	0.3	0.4	0.6	0.6	0.8	0.9	1.0	1.2
JANE STREET CAPITAL, LLC quant	0.2	0.1	0.0	0.1	0.0	0.0	0.0		0.1	2.1	0.0	0.0	0.0		0.0	0.2	0.0	0.0		0.0				0.0	
JANUS HENDERSON INVESTORS US, LLC	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.0	0.0	1.4	2.2	2.1	1.5	1.1	0.6	0.2	0.1	0.0	0.2	0.1	0.0	0.0	0.0	0.0
LEGAL & GENERAL INVESTMENT MANAGEMENT LTD. index	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.6	1.0	1.0	0.9	0.9	0.9	0.8	0.7	0.7	0.7
LORD, ABBETT & CO, LLC											1.1	1.4	1.4	1.4	1.3						0.0	0.0	0.0	0.0	0.0
MACQUARIE INVESTMENT MGMT										1.2	1.2	1.2	1.2												
NEUBERGER BERMAN INVESTMENT ADVISORS, LLC							0.2	0.2	0.6	0.9	1.2	1.1	1.2	1.1	1.0	0.6		0.0					0.2	0.2	
OLD REPUBLIC ASSET MANAGEMENT quant		0.0	0.0	0.9	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.3	1.3	1.3	1.3	1.2	0.9	0.9	8.0
PPM AMERICA, INC.													0.2	1.4	2.3										
SARASIN & PARTNERS LLP																								0.9	1.6
SCOPUS ASSET MANAGEMENT, L.P.		0.0												1.0	1.7	1.4							0.2		
SG CAPITAL MANAGEMENT, LLC																								1.3	
SILVERCREST ASSET MANAGEMENT GROUP, LLC				0.0	0.0	0.0	1.0	1.0	1.0	0.9	0.7	0.8	8.0	0.7	0.6	0.6	0.7	1.0	0.9	8.0	8.0	0.6	8.0	0.6	0.5
ST. DENIS J. VILLERE & CO., LLC		0.5	0.6	0.4	0.4	0.4	0.4	0.5	0.5	0.4	0.4	0.4	0.4	0.4	0.4	0.3	0.3	0.3	1.3	1.2	1.2	1.5	1.6	1.6	1.5
THRIVENT ASSET MANAGEMENT, LLC	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1	1.2	1.3	1.2	1.2	1.0	0.7	0.7	0.7		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TIMESSQUARE CAPITAL MANAGEMENT, LLC																							2.2	2.6	2.6
THRIVENT ASSET MANAGEMENT, LLC	0.1				-								-				0.3					-	0.0	0.0	0.0

Financials

Recent Financials

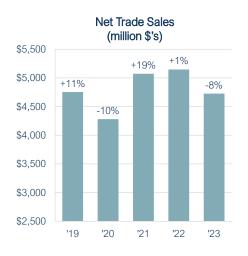


(\$ millions, except EPS)	2019	2020	2021	2022	2023
Net trade sales	\$4,753	\$4,280	\$5,073	\$5,147	\$4,725
EBIT	498	453	568	485	334
EBIT margin	10.5%	10.6%	11.2%	9.4%	7.1%
Earnings	324	294	381	310	189
Earnings	324	294	301	310	109
EPS	2.39	2.16	2.78	2.27	1.39
EBITDA	690	642	755	665	513
EBITDA margin	14.5%	15.0%	14.9%	12.9%	10.9%
Cash from ops	668	603	271	441	497
Casil Irolli ops	000	003	211	441	431

- Amounts are from continuing operations and exclude non-recurring items. See Appendix Non-GAAP Adjustments.
 2019–2020 financial data has been adjusted to apply the effects of the change from LIFO to FIFO

Sales and EPS



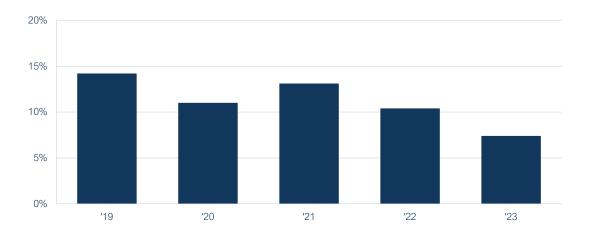




- Amounts are from continuing operations and exclude unusual items. See Appendix Non-GAAP Adjustments.
 2019–2020 financial data has been adjusted to apply the effects of the change from LIFO to FIFO

Return on Invested Capital





- Amounts are from continuing operations and exclude unusual items. See Appendix Non-GAAP Adjustments.
 2019–2020 financial data has been adjusted to apply the effects of the change from LIFO to FIFO

57 Year Financial History Income Statement¹ -- Page 1

				Inco	me Stateme	ent				EBI	TDA		Per Sh	are Amounts		Shar	es		Per Sha	are Amounts	
													NOT S	plit Adjusted		Share			Split	Adjusted	
For the				Other									Oper		Market	Count 6			Oper		Market
Fiscal	Net Trade	Gross		Expense		Net Int.	Interest	Inc.	Net	Dep. &			Cash		Price,	(fully	Stock		Cash		Price,
Year	Sales	Profit ²			EBIT 345	Exp.	Income	Tax 3 4	Earnings 34	Amort.	EBITDA	EPS 34	Flow	Dividends	Dec 31	diluted)	Splits 7	EPS 34	Flow	Dividends	Dec 31
	,	ons, excep	•	,																	
1967	13.3	2.2	1.4	1967 -	0.8	0.1		0.3	0.4			1.20		0.50	6.88	0.3		0.013		0.0055	
1968	17.3	3.3		1973 SGA	1.3	0.2		0.5	0.6			1.60		0.56	25.00	0.4	- 0	0.017		0.0062	
1969	25.2 30.1	4.7 6.3	2.9	& other	1.7	0.3 0.6		0.6 0.7	0.7 1.0			0.93 0.98		0.35	21.13	0.8 1.0	5:3	0.017 0.018		0.0066	0.39 0.24
1970 1971	37.0	7.8	4.0	expense are	2.3 3.0	0.6		1.1	1.0			1.16		0.36	12.75 17.38	1.0		0.018		0.0067 0.0067	0.24
1972	58.5	13.4	8.0	summed	5.4	0.7		2.2	2.5			1.07		0.30	34.63	2.3		0.021		0.0069	
1973	82.2	19.6	11.2	together	8.4	1.5		3.3	3.7			1.44		0.26	9.88	2.6	3:2	0.040		0.0072	
1974	94.4	21.4	11.4	0.2	9.3	2.7		3.3	3.3			1.25		0.29	5.25	2.6		0.035		0.0081	0.15
1975	98.3	22.0	12.9	0.2	8.7	2.0		3.5	3.2			1.23		0.32	7.63	2.6		0.034		0.0089	0.21
1976	117.7	27.9	14.8	0.6	12.3	1.5		5.6	5.3		-	1.99		0.36	12.75	2.7		0.055	-	0.010	
1977	156.9	33.2	18.1	0.5	14.7	1.9		6.3	6.5			2.43		0.44	16.75	2.7		0.068		0.012	
1978	179.7	38.5	20.0	0.9	18.6	2.5		7.2	8.9			2.20		0.35	13.38	4.0	3:2	0.092		0.015	
1979	214.6	31.3	14.9	1.0	15.7	3.8		5.0	6.9			1.70		0.44	11.13	4.1		0.071		0.018	
1980 1981	229.2 262.6	35.8 43.4	17.6 20.1	0.9	18.1 23.6	3.4		6.2 8.7	8.4 12.0			2.06 3.14		0.51 0.60	12.25 22.13	4.1 3.8		0.086		0.021 0.025	0.51 0.92
1982	275.0	41.6	22.1	1.2	18.9	3.5		6.2	9.1			2.54		0.68	25.63	3.6		0.131		0.023	
1983	354.1	56.9	26.9	0.2	31.1	4.6		10.9	15.6			1.83		0.38	20.00	8.8	2:1	0.153		0.031	1.67
1984	424.8	67.8	32.9	(1.9)	38.2	5.5		11.9	20.8			2.14		0.44	18.88	10.1		0.178		0.037	
1985	478.9	83.1	36.4	(0.7)	47.4	6.3		17.1	24.0			1.63		0.33	33.25	15.2		0.204		0.042	
1986	585.7	102.6	44.3	(6.2)	64.5	6.4		23.6	34.6			2.03		0.40	25.75	17.5	3:2	0.254		0.050	
1987	649.2	113.4	46.8	(4.0)	70.5	6.5		26.6	37.5			2.22		0.56	22.00	17.5		0.278		0.070	
1988	809.9	128.6	61.6	(0.4)	67.4	7.4		22.3	37.7	23.9	91.3	2.17	2.38		23.75	18.2		0.271	0.297		
1989	991.6	165.4	76.9	0.1	88.4	12.7		29.8	45.9	28.4	116.8	2.58	2.99		30.00	18.5		0.323	0.374		
1990 1991	1,088.6 1,081.8	179.2 178.3	91.5	21.9	86.0 76.1	15.2 12.3		27.1 24.5	43.7 39.4	34.4 36.4	120.4 112.5	2.43 2.18	3.52 4.64		26.38 37.88	18.7 18.8		0.293	0.440		
1992	1,170.5	211.1	100.2	3.2	105.6	5.8		37.3	62.5	38.2	143.8	1.63	2.52		34.00	38.6	2:1	0.408	0.629		
1993	1,526.7	284.3	127.7	5.4	151.2	10.2		55.1	85.9	45.3	196.5	2.09	3.55		50.00	41.1		0.523	0.886		
1994	1,858.1	350.0	148.0	2.7	199.3	9.8		74.1	115.4	56.9	256.2	2.78	4.16		35.00	41.6		0.695	1.040		
1995	2,059.3	405.6	169.4	4.0	232.2	11.5		85.8	134.9	67.1	299.3	1.59	2.39	0.38	24.25	85.0	2:1	0.795	1.195	0.190	12.13
1996	2,466.2	522.0	202.0	13.7	306.3	30.0		106.9	169.4	92.2	398.5	1.85	2.59		34.63	91.8		0.925	1.296		
1997	2,909.2	621.3	242.3	13.9	365.1	31.8		125.0	208.3	105.6	470.7	2.16	2.98		41.88	96.6		1.080	1.492		
1998	3,370.4	737.2	288.5	19.6	429.1	33.5		147.6	248.0	127.9	557.0	1.24	1.77		22.00	200.7	2:1	1.240	1.769		
1999	3,779.0	869.6	340.5	26.6	502.5	39.9		172.1	290.5	149.3	651.8	1.45	1.85		21.44	200.9		1.450	1.845		
2000	4,276.3 4,113.8	912.3 816.9	391.6 415.2	39.9 50.5	480.8 351.2	62.2 53.9		154.5 109.7	264.1 187.6	173.3 196.6	654.1 547.8	1.32 0.94	2.20		18.93 23.00	200.4 200.4		1.320 0.940	2.200		
2001	4,113.8	821.7	394.2	26.9	400.6	53.9 42.1	5.0	130.4	233.1	164.6	547.8 565.2	1.17	2.07		23.00	199.8		1.170	2.282		
2002	4,388.2	771.7	409.9	6.5	355.3	46.9	6.7	109.2	205.9	167.0	522.3	1.05	2.20		21.63	199.0		1.050	2.202		
2004	5,085.5	915.8	460.2	(6.1)	461.7	45.9	6.8	137.2	285.4	177.2	638.9	1.45	1.74		28.43	196.9		1.450	1.739		
2005	5,299.3	912.8	468.8	47.8	396.2	46.7	6.7	104.9	251.3	171.1	567.3	1.30	2.32		22.96	193.6		1.298	2.316		22.96
2006	5,505.4	998.4	489.5	26.9	482.0	56.2	9.0	134.5	300.3	175.4	657.4	1.61	2.56	0.67	23.90	186.8		1.608	2.564	0.670	23.90

¹ Amounts as originally reported (unless stated otherwise)

² Beginning in 2002, shipping & handling expense is included in COGS. In prior years, this expense was included in SG&A. Amounts on this schedule have been restated back to 1979 to reflect the reclass.

³ EBIT amounts exclude extraordinary items (net of tax)

⁴ 1990 amounts exclude non-recurring restructuring charge of \$20.3 million (\$14.3 million after tax);

¹⁹⁹⁶ amounts exclude non-recurring merger related costs of \$26.6 million (\$16.4 million after tax) and an extraordinary item of \$12.5 million after tax

 $^{^{\}rm 5}$ 1978 - 1984 amounts include equity from majority-owned corporations.

⁶ Leggett & Platt's IPO (as NYSE symbol: LEG) was 50,000 shares in 1967. Leggett publicly issued additional shares as follows: 175,000 shares in 1969; 175,000 shares in 1972; and 313,500 shares in 1983.

⁷ Stock-splits occurred on the following dates: May 13, 1969; January 15, 1973; September 29, 1978; August 26, 1983; March 14, 1986; June 15, 1992; September 15, 1995; June 15, 1998.

57 Year Financial History

Income Statement¹ -- Page 2

			Incor	ne State	ment								EBIT	DA			e Amounts		Shares	S	P		e Amounts	
								Earnings	After-tax			Net		-			it Adjusted		Share				Adjusted	
Net						1-44		from	Earnings		Less: Non-	•				•			Count	S4 1.		Oper		Market
			•	FRIT													B1 1 1 1	,	(runy				B: : 1 1.	Price,
											Interests				•					phiira				Dec 31 22.4
- , -																								21.6
											19													28.4
	769.5	389.7	35.1	344.7	45.7	6.6	86.5	219.1	35.2	254.3	3.0			478.1	1.12	2.32	0.63	22.96	193.6		1.116	2.316	0.630	22.9
4,266.9	802.6	395.3	20.4	386.9	54.2	6.4	99.5	239.6	64.2	303.8	3.5	300.3	135.4	522.3	1.26	2.56	0.67	23.90	186.8		1.264	2.564	0.670	23.9
4,250.0	795.8	429.7	169.6	196.5	58.6	9.5	82.4	65.0	(70.6)	(5.6)	5.6	(11.2)	143.5	340.0	0.33	3.41	0.78	17.44	179.8		0.330	3.413	0.780	17.4
4,076.1	691.2		35.7	232.3	48.4	8.7	65.1	127.5	(18.5)	109.0	4.6			372.7	0.73		1.00	15.19	168.2		0.731		1.000	15.1
																								20.4
																								22.7
-,														-										23.0 27.2
																								30.9
- /																								42.6
				436.1		4.4				297.9			113.2			2.51					2.048	2.513		42.0
- , -	913.4				38.8	3.9				394.7	0.4													48.8
3.943.8	896.6		13.8	482.3	43.5	7.6	138.4			307.1	0.1		125.9			3.23		47.73	137.3		2.253			47.7
4.269.5	912.1	425.1	26.7	460.3	60.9	8.4	84.1	323.7	` -	323.7	0.2	323.5	136.1	596.4	2.39	3.26	1.50	35.84	135.2		2.393	3.257	1.500	35.8
4.752.5	1.024.0	469.7	67.5	486.8	90.7	7.4	89.4	314.1	-	314.1	0.1	314.0	191.9	678.7	2.32	4.93	1.58	50.83	135.4		2.319	4.934	1.580	50.8
4,280.2	904.1	424.4	72.2	407.5	82.7	3.1	74.8	253.1		253.1	0.1	253.0	189.4	596.9	1.86	4.43	1.60	44.30	135.9		1.862	4.434	1.600	44.3
5,072.6	1,038.3	422.1	20.2	596.0	76.5	2.6	119.5	402.6		402.6	0.2	402.4	187.3	783.3	2.94	1.98	1.66	41.16	136.7		2.944	1.985	1.660	41.1
5,146.7	976.8	427.3	64.5	485.0	85.5	4.1	93.7	309.9	-	309.9	0.1	309.8	179.8	664.8	2.27	3.23	1.74	32.23	136.5		2.270	3.234	1.740	32.2
		465.4	478.8	(90.4)	88.4	5.4	(36.6)	(136.8)		(136.8)	_	(136.8)	179.9	89.5	(1.00)	3.65	1.82	26.17	136.3		(1.004)	3.648	1.820	26.1
	Trade Sales 3,342.6 3,468.3 4,055.1 4,197.1 4,266.9 4,250.0 4,076.1 2,673.0 2,980.2 3,303.2 3,414.5 3,477.2 3,782.3 3,917.2 3,749.9 3,943.8 4,269.5 4,752.5	Trade Gross Sales Profit 3,342.6 666.6 3,468.3 661.0 4,055.1 761.3 4,197.1 769.5 4,266.9 802.6 4,250.0 795.8 4,076.1 691.2 2,673.0 564.9 2,980.2 599.4 3,303.2 630.5 3,417.2 709.9 3,782.3 790.4 3,917.2 876.8 3,749.9 913.4 3,943.8 896.6 4,269.5 912.1 4,752.5 1,024.0 4,280.2 904.1	Trade Sales Gross Profit SG&A 3,342.6 666.6 325.4 3,468.3 641.0 340.1 4,055.1 761.3 386.7 4,197.1 769.5 389.7 4,266.9 802.6 395.3 4,250.0 795.8 429.7 4,076.1 691.2 423.2 2,673.0 564.9 325.5 2,980.2 599.4 313.3 3,303.2 630.5 343.4 3,414.5 695.6 348.1 3,477.2 709.9 367.9 3,782.3 790.4 449.6 3,917.2 876.8 416.9 3,749.9 913.4 395.7 3,943.8 896.6 400.5 4,255.5 1,021.0 469.7 4,752.5 1,024.0 469.7 4,752.5 1,024.0 469.7 4,752.6 1,038.3 422.1	Net Trade Sales Gross Profit SG&A (Income) 3,342.6 666.6 325.4 11.8 3,486.3 661.0 325.4 11.8 3,486.3 641.0 340.1 5.3 4,055.1 761.3 389.7 35.1 4,266.9 802.6 395.3 20.4 4,250.0 795.8 429.7 169.6 4,076.1 691.2 423.2 35.7 2,673.0 564.9 325.5 31.6 2,980.2 599.4 313.3 7.6 3,303.2 630.5 343.4 21.3 3,471.2 709.9 367.9 67.4 3,782.3 790.4 449.6 9.3 3,917.2 876.8 416.9 23.8 3,749.9 913.4 395.7 (18.0) 3,943.8 896.6 400.5 13.8 4,269.5 912.1 425.1 26.7 4,752.5 1,024.0 469.7 67.5 4,28	Net Trade Sales Gross Profit Espense SG&A Espense (Income) EBIT 3,342.6 666.6 325.4 11.8 329.4 3,488.3 641.0 340.1 5.3 295.6 4,055.1 761.3 386.7 (9.1) 383.7 4,197.1 769.5 389.7 35.1 344.7 4,266.9 802.6 395.3 20.4 386.9 4,250.0 795.8 429.7 169.6 196.5 4,076.1 691.2 423.2 35.7 232.3 2,673.0 564.9 325.5 31.6 207.8 2,980.2 599.4 313.3 7.6 278.5 3,414.5 695.6 348.1 23.1 324.4 3,782.3 790.4 449.6 9.3 331.5 3,917.2 876.8 416.9 23.8 436.1 3,749.9 913.4 395.7 (18.0) 535.7 3,943.8 896.6 400.5 13.8 482.3<	Net Trade Sales Gross Profit SG&A SG&A (Income) EBIT Expense Expense Int. 3,342.6 666.6 325.4 11.8 329.4 39.0 3,486.3 641.0 340.1 5.3 295.6 43.8 4,055.1 761.3 386.7 (9.1) 383.7 45.6 4,197.1 769.5 389.7 35.1 344.7 45.7 4,266.9 802.6 395.3 20.4 386.9 54.2 4,076.1 691.2 423.2 35.7 232.3 48.4 2,673.0 564.9 325.5 31.6 207.8 37.3 2,980.2 599.4 313.3 7.6 278.5 37.3 3,303.2 630.5 343.4 21.3 365.8 38.1 3,414.5 695.6 348.1 23.1 324.4 43.4 3,782.3 790.4 449.6 9.3 331.5 41.8 3,947.2 876.8 416.9 23.8 436.1 41.1	Net Trade Sales Gross Profit SG&A (Income) SG&A (Income) EBIT Exp. Lint. Interest Income 3,342.6 666.6 325.4 11.8 329.4 39.0 4.7 3,486.3 641.0 340.1 5.3 295.6 43.8 6.4 4,055.1 761.3 386.7 (9.1) 383.7 45.6 6.6 4,266.9 802.6 395.3 20.4 386.9 54.2 6.4 4,266.9 802.6 395.3 20.4 386.9 54.2 6.4 4,076.1 691.2 423.2 35.7 232.3 48.4 8.7 2,673.0 564.9 325.5 31.6 207.8 37.3 5.4 2,980.2 599.4 313.3 7.6 278.5 37.7 5.2 3,414.5 695.6 348.1 23.1 324.4 43.4 6.5 3,477.2 709.9 367.9 67.4 274.6 44.7 7.7 3,782.3 790.4 449	Net Trade Sales Gross Profit Expense SG&A Int. (Income) Int. Interest Expense Inc. Income Income Inc. Income 3,342.6 666.6 325.4 11.8 329.4 39.0 4.7 106.4 3,486.3 641.0 340.1 5.3 295.6 43.8 6.4 87.9 4,055.1 761.3 386.7 (9.1) 383.7 45.6 6.8 107.7 4,197.1 769.5 389.7 35.1 344.7 45.7 6.6 86.5 4,266.9 802.6 395.3 20.4 386.9 54.2 6.4 99.5 4,265.0 795.8 429.7 169.6 196.5 58.6 9.5 82.4 4,076.1 661.2 423.2 25.7 232.3 48.4 8.7 651. 26.7 26.9 26.4 89.5 22.4 48.7 65.1 26.9 2.980.2 599.4 313.3 7.6 278.5 37.7 5.2 69.6 3.341.2	Net Trade Sales Gross Profit Espense SG&A Lint. (Income) Int. Expense Expense Expense Int. Int. Int. Int. Int. Int. Int. Int.	Net Trade Gross Profit Espense SG&A Int. (Inc.) Interest Inc. Inc. Inc. Loc. Continuing Octinuing After-tax Earnings from Obics. Ops. 3,342.6 666.6 325.4 11.8 329.4 39.0 4.7 106.4 188.7 36.9 3,486.3 641.0 340.1 5.3 295.6 43.8 6.4 87.9 170.3 35.6 4,055.1 761.3 386.7 (9.1) 383.7 45.6 6.8 107.7 237.2 50.1 4,197.1 769.5 389.7 35.1 344.7 45.7 6.6 86.5 219.1 35.2 4,266.9 802.6 395.3 20.4 386.9 54.2 6.4 99.5 239.6 64.2 4,250.0 795.8 429.7 169.6 196.5 58.6 9.5 82.4 65.0 170.6 (70.6) 4,076.1 691.2 423.2 35.7 232.3 48.4 8.7 65.1 127.5 (18.5)	Net Trade Gross Sales Expense Profit Land Interest Sales Inc. Interest Income Inc. Trade Continuing from Trax After-tax Earnings from Met Sales Net Expense Profit SG&A (Income) EBIT Exp. Int. Interest Income Inc. Continuing Trax Disc. Ops. Disc. Ops. Earnings Net Sales Met Sales 10.6.4 188.7 36.9 225.6 3,486.3 641.0 340.1 5.3 295.6 43.8 6.4 87.9 170.3 35.6 205.9 225.6 4,055.1 761.3 386.7 (9.1) 383.7 45.6 6.8 107.7 237.2 50.1 287.3 4,197.1 769.5 389.7 35.1 344.7 45.6 6.8 86.5 219.1 35.2 254.3 4,266.9 802.6 395.3 20.4 386.9 54.2 6.4 99.5 239.6 64.2 303.8 4,076.1 691.2 423.2 35.7 232.3 48.4 8.7 66.1 127.5 (16.5) 115.0	Net Trade Gross Sales Expense Expense Int. Interest Income Inc. Income Less Indicates Income Tame Controlling Indicates Less Indicates Interests Inc. Income Lending Interests Income Tame Controlling Interests Net Exprises Net Controlling Interests 3,342.6 666.6 325.4 11.8 329.4 39.0 4.7 106.4 188.7 36.9 225.6 3.488.3 6.4 87.9 170.3 35.6 205.9 4.055.1 761.3 386.7 35.1 344.7 45.6 6.8 107.7 237.2 50.1 287.3 1.9 4,266.9 802.6 395.3 20.4 386.9 54.2 6.4 99.5 239.6 64.2 303.8 3.5 4,250.0 795.8 429.7 169.6 196.5 58.6 9.5 82.4 65.0 (70.6)	Net Trade Gross Sales Expense Expenses Int. Interest Inc. Inc. Location of From Income After-tax Expenses Less: Non-Controlling Interest Inc. Continuing Income Net Expenses Net Expenses Inc. Location of From Income Net Expenses Less: Non-Controlling Interest Inc. Continuing Income Net Expenses Net Controlling Interest Inc. Continuing Income Net Expenses Net Legest 3,342.6 666.6 325.4 11.8 329.4 39.0 4.7 106.4 188.7 36.9 225.6 225.6 3,486.3 641.0 340.1 5.3 295.6 43.8 6.4 87.9 170.3 35.6 205.9 205.9 4,055.1 761.3 389.7 35.1 344.7 45.6 6.8 107.7 237.2 50.1 287.3 1.9 225.6 4,290.0 795.8 389.7 35.1 344.7 45.7 6.6 86.5 219.1 35.2 254.3 3.0 251.3 4,260.0 795.8 42.97 169.6 196.5 58.6 9.5 <	Net Trade Profit SG&A (Income) EBIT Exp. Inc. Income Trade Profit SG&A (Income) Trade Profit SG&A (Income) EBIT Exp. Income Trade Profit SG&A (Income) Trade Profit SG&A (Income) EBIT Exp. Income Trade Profit SG&A (Income) EBIT Exp. Income Trade Profit SG&A (Income) Trade Profit Trade Trade Profit Trade Profit Trade Profit Trade Profit Trade Profit Trade Trade	Net Trade Expense Int. Interest Incomplex Inc. Incomplex Earnings From Controlling After-tax Expense Net Expense Earnings From Controlling Attributable Expense Dep. & Autributable to Leggett Amort EBITDA 3,486.3 666.6 325.4 11.8 329.4 39.0 4.7 106.4 188.7 36.9 225.6 225.6 225.6 1225.6 457.9 3,486.3 641.0 340.1 5.3 295.6 43.8 6.4 87.9 170.3 35.6 205.9 225.6 1225.6 1225.6 1225.6 457.9 4,055.1 761.3 386.7 95.1 344.7 45.7 6.6 86.5 219.1 35.2 254.3 3.0 251.3 133.4 478.1 4,266.9 802.6 395.3 20.4 386.9 54.2 6.4 99.5 239.6 64.2 303.8 3.5 300.3 135.4	Net	Net Cross Cross	Net SqR Core Core Net SqR Core Core SqR Core Core	Net Separate Region Net Separate Region Net Inc. Net Inc. Net Net Separate Net Net Net Separate Net Net Net Separate Net Net Net Net Separate Net Ne	Net Net Count State State	Net Sales Profit Pro	Net Net Contamina Net Net Contamina Net Net	Net Continuing Continuing	Net Net

Adjust	ted Cont	inuing (Operatio	ons (see	explan	ation b	elow)																
2002	3,342.6	666.6	325.4	11.8	329.4	39.0	4.7	106.4	188.7	188.7		188.7	128.5	457.9	0.94	2.28	0.50	22.44	199.8	0.944	2.282	0.500	22.44
2003	3,468.3	641.0	340.1	5.3	295.6	43.8	6.4	87.9	170.3	170.3		170.3	131.3	426.9	0.86	2.01	0.54	21.63	197.0	0.864	2.007	0.540	21.63
2004	4,055.1	761.3	386.7	(9.1)	383.7	45.6	6.8	107.7	237.2	237.2	1.9	235.3	140.2	523.9	1.20	1.74	0.58	28.43	196.9	1.195	1.739	0.580	28.43
2005	4,197.1	803.5	389.7	4.1	409.7	45.7	6.6	118.5	252.1	252.1	3.0	249.1	133.4	543.1	1.29	2.32	0.63	22.96	193.6	1.287	2.316	0.630	22.96
2006	4,266.9	802.6	383.3	6.4	412.9	54.2	6.4	118.5	246.6	246.6	3.5	243.1	135.4	548.3	1.30	2.56	0.67	23.90	186.8	1.301	2.564	0.670	23.90
2007	4,250.0	8.008	417.7	14.6	368.5	58.6	9.5	97.4	222.0	222.0	5.6	216.4	143.5	512.0	1.20	3.41	0.78	17.44	179.8	1.204	3.413	0.780	17.44
2008	4,076.1	703.2	416.2	16.7	270.3	48.4	8.7	80.1	150.5	150.5	4.6	145.9	140.4	410.7	0.87	2.59	1.00	15.19	168.2	0.867	2.593	1.000	15.19
2009	2,673.0	564.9	317.5	20.6	226.8	37.3	5.4	68.9	126.0	126.0	3.2	122.8	118.7	345.5	0.77	3.53	1.02	20.40	160.0	0.768	3.533	1.020	20.40
2010	2,980.2	599.4	313.3	7.6	278.5	37.7	5.2	69.6	176.4	176.4	6.2	170.2	111.4	389.9	1.11	2.36	1.06	22.76	153.3	1.110	2.365	1.060	22.76
2011	3,303.2	631.6	343.4	7.7	280.5	38.1	6.7	66.8	182.3	182.3	3.1	179.2	105.4	385.9	1.22	2.24	1.10	23.04	147.0	1.219	2.237	1.100	23.04
2012	3,414.5	695.6	348.1	23.1	324.4	43.4	6.5	82.7	204.8	204.8	2.3	202.5	111.4	435.8	1.39	3.08	1.14	27.22	146.0	1.387	3.080	1.140	27.22
2013	3,477.2	709.9	367.9	9.3	332.7	44.7	7.7	72.8	222.9	222.9	2.4	220.5	112.7	445.4	1.50	2.83	1.18	30.94	147.2	1.498	2.832	1.180	30.94
2014	3,782.3	790.4	396.2	9.3	384.9	41.8	5.8	90.6	258.3	258.3	3.2	255.1	117.9	502.8	1.78	2.67	1.22	42.61	143.2	1.781	2.667	1.220	42.61
2015	3,917.2	885.0	407.5	18.3	459.2	41.1		111.2	311.3	311.3	4.1	307.2	113.2	572.4	2.14	2.51	1.26	42.02	142.9	2.145	2.513	1.260	42.02
2016 ¹	3,749.9	913.4	402.6	6.4	504.4	38.8	3.9	112.9	356.6	356.6	0.4	356.2	115.4	619.8	2.54	3.95	1.34	48.88	140.0	2.544	3.947	1.340	48.88
2017 1	3,943.8	909.6	398.2	29.5	481.9	43.5	7.6	95.8	350.2	350.2	0.1	350.1	125.9	607.8	2.57	3.23	1.42	47.73	137.3	2.570	3.232	1.420	47.73
2018 ¹	4,269.5	922.8	405.4	14.7	502.7	57.8	8.4	95.0	358.3	358.3	0.2	358.1	136.1	638.8	2.65	3.26	1.50	35.84	135.2	2.649	3.257	1.500	35.84
2019 ¹	4,752.5	1,018.7	468.8	51.9	498.0	90.7	7.4	90.5	324.2	324.2	0.1	324.1	191.9	689.9	2.39	4.93	1.58	50.83	135.4	2.394	4.934	1.580	50.83
2020 ¹	4,280.2	904.6	416.0	35.9	452.7	82.7	3.1	79.2	293.9	293.9	0.1	293.8	189.4	642.1	2.16	4.43	1.60	44.30	135.9	2.162	4.434	1.600	44.30
2021	5,072.6	1,038.3	422.1	48.4	567.8	76.5	2.6	112.5	381.4	381.4	0.2	381.2	187.3	755.1	2.78	1.98	1.66	41.16	136.7	2.779	1.985	1.660	41.16
2022	5,146.7	976.8	427.3	64.5	485.0	85.5	4.1	93.7	309.9	309.9	0.1	309.8	179.8	664.8	2.27	3.23	1.74	32.23	136.5	2.270	3.234	1.740	32.23
2023	4,725.3	853.8	465.4	54.9	333.5	88.4	5.4	61.4	189.1	189.1	-	189.1	179.9	513.4	1.39	3.65	1.82	26.17	136.3	1.390	3.648	1.820	26.17

In late 2007, we announced the decision to divest seven businesses. Income statements for 2002 through 2008 reflect those businesses as discontinued operations. In 2014, we divested the majority of the Store Fixtures business. Income statements for 2009 through 2014 reflect that business as discontinued operations. "Adjusted Continuing Operations" also exclude unusual items to better reflect operating performance in each year. See Appendix - Non-GAAP Adjustments.

¹ Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO. 2015 - 2020 financial data has been adjusted to apply the effects of the change.

57 Year Financial History Cash Flow¹

		Cash	From Opera	ations		Inv	esting Activi	ty		Financin	g Activity			Measures of	f Cash Flow	
				Working			Acquired		Debt	Stock			Increase in			
For the	Net	Depre-	Amort-	Capital			Firms, net		Added	Issued	Dividends		Cash &	Cash from		
Fiscal Year		ciation	ization	Change	Other	PP&E	of cash	Other	(Repaid)	(Bought)	Paid	Other	Equiv.	Ops	Flow	Cash Flow
	(In Mil	lions)														
1967													-	0.68	0.7	0.7
1968													-	0.94	0.9	0.9
1969													-		-	-
1970													-		-	
1971													-	0.70	0.7	0.7
1972													-	0.40	0.4	0.4
1973													-	2.90	2.9	2.9
1974													-	2.50	2.5	2.5
1975													-	10.1	10.1	10.1
1976													-	0.0	5.3	5.3
1977													-	6.7	6.7	6.7
1978													-	12.5	12.5	12.5
1979													-	9.2	9.2	9.2
1980 1981													-	18.7 15.7	18.7 15.7	18.7 15.7
1982													_	14.1	14.1	14.1
1983		NOTE: Fo	r veare nric	or to 1988 the	format of	cash flow re	norting was	cubetantis	l ally different				_	14.1	10.1	10.1
1984		NOTE: 10		attempted to					•				_	25.6	25.6	25.6
1985				urrent format	•	•			•				_		26.2	26.2
1986			With the et	arront format	by adding	acpreciation	Tana amora	zation to it	Sported fiet	carriirigo.			_	40.1	40.1	40.1
1987													_	37.8	37.8	37.8
1988	37.7	21.7	2.2	(24.0)	5.5	(36.3)	(40.8)	(1.6)	19.7	3.7	(11.4)	(1.6)	(25.0)		6.9	(45.2)
1989	45.9	25.7	2.7	` ,	3.1	(28.7)	(33.6)	(1.6)		(5.2)	(12.2)	(0.4)	(4.1)		26.5	(19.3)
1990	29.4	30.2	4.2	` ,	11.5	(42.7)	(43.6)	4.6		(5.1)	(14.3)	(0.8)	0.4		23.2	(34.7)
1991	39.4	36		11.6	0.1	(33.4)	(9.5)	8.6		0.4	(14.9)	(2.3)	2.0		54.1	29.7
1992	62.5	38		(1.0)	(2.5)	(33.2)	(5.8)	6.3	` ,	(1.6)	(21.1)	(0.4)	(1.3)		64.0	37.1
1993	85.9	39.1	6.2		10.1	(54.2)	(78.0)	2.8	, ,	1.5	(21.1)	(1.8)	(4.8)		91.5	(7.6)
1994	115.4	48.8	8.1		(4.6)	(88.5)	(78.8)	0.7		1.1	(25.4)	0.7	2.3		84.5	(19.7)
1995	134.9	58.0	9.1		(0.8)	(93.9)	(28.7)	(0.6)	(20.7)	(21.5)	(31.9)	(1.9)	4.0		109.3	48.7
1996	140.5	75.8	16.4		29.7	(96.2)	(89.7)	(3.1)	. ,	(5.1)	(30.3)	(1.7)	(4.5)		141.9	21.9
1997	208.3	88.3	17.3	, ,	4.3	(119.4)	(171.6)	8.2	50.1	0.9	(48.0)	(4.5)	4.0		168.9	(50.7)
1998	248.0	106.1	21.8	, ,	24.5	(147.6)	(117.1)	6.7	52.8	(8.5)	(59.9)	(5.5)	75.8		207.3	30.3
1999	290.5	120.5	28.8	` ,	(11.0)	(159.1)	(290.1)	8.2		(77.5)	(69.1)	(3.1)	(62.9)		211.7	(147.5)
2000	264.1	139.2	34.1	, ,	11.3	(169.7)	(252.3)	(15.2)	145.5	(49.2)	(78.6)	(4.6)	16.7		271.1	(59.8)
2001	187.6	156.7	39.9	· ,	(31.3)	(128.0)	(95.1)	41.9		(51.3)	(92.5)	/	149.9		406.5	218.9
2002	233.1	154.4	10.2		25.8	(124.0)	(45.6)	23.3	` ,	(80.5)	(96.3)	-	37.8		331.9	190.0
2003	205.9	158.6	8.4	(0.8)	23.2	(136.6)	(120.4)	50.9	211.4	(79.0)	(102.7)	-	218.9	395.3	258.7	35.6
2004	285.4	166.7	10.5	. ,	(5.6)	(157.1)	(46.4)	33.1	59.0	(73.8)	(109.9)	-	47.4		185.4	29.1
2005	251.3	160.8	10.3	, ,	16.8	(164.2)	(181.0)	2.8	(187.0)	(226.9)	(118.4)	-	(426.4)	448.3	284.1	(15.3)
2006	300.3	156.6	18.8	(64.0)	67.2	(166.3)	(83.2)	18.0	73.0	(139.7)	(121.1)	7.4	67.0		312.6	108.3
2007	(11.2)	156.9	26.5	, ,	259.8	(148.8)	(111.3)	102.1	(34.0)	(229.9)	(124.8)	6.5	73.5	613.7	464.9	228.8
2008	104.4	115.9	24.5		141.0	(118.3)	(10.3)	391.9	, ,	(290.6)	(165.1)	(8.7)	(40.7)		317.9	142.5
2009	115.0	109.6	20.7		134.4	(83.0)	(2.8)	13.3	, ,	(188.0)	(157.2)	12.4	95.8		482.3	322.3
2010	182.8	103.0	19.8		74.4	(67.7)	(4.9)	7.5	, ,	(106.3)	(154.9)	(6.4)	(16.0)		294.8	135.0

57 Year Financial History Cash Flow¹

			Cash	From Opera	tions		lnv	esting Activi	ty		Financin	g Activity			Measures o	f Cash Flow	
					Working			Acquired		Debt	Stock			Increase in			
	For the	Net	Depre-	Amort-	Capital		Adds to	Firms, net		Added	Issued	Dividends		Cash &	Cash from	Free Cash	"Excess"
Fi	scal Year	Earnings	ciation	ization	Change	Other	PP&E	of cash	Other	(Repaid)	(Bought)	Paid	Other	Equiv.	Ops	Flow	Cash Flow
		(In Mil	lions)														
	2011	156.4	98.1	18.8	(13.8)	69.4	(75.0)	(6.6)	45.0	65.1	(204.7)	(155.9)	(5.0)	(8.2)	328.9	253.9	91.4
	2012	250.5	90.4	28.6	57.4	22.8	(71.0)	(211.6)	(11.4)	201.6	5.6	(199.5)	(40.6)	122.8	449.7	378.7	(32.4)
	2013	199.7	90.1	32.5	26.4	68.2	(80.6)	(27.9)	33.2	(180.4)	(132.5)	(124.9)	9.8	(86.4)	416.9	336.3	183.5
	2014	101.2	89.9	28.0	53.6	109.2	(94.1)	(70.4)	61.8	87.0	(127.9)	(167.5)	(10.7)	60.1	381.9	287.8	49.9
	2015 ²	297.9	83.5	29.7	(124.3)	72.3	(103.2)	(11.1)	44.7	(3.3)	(183.2)	(171.6)	(11.0)	(79.6)	359.1	255.9	73.2
	2016 ²	394.7	86.8	28.6	4.7	37.8	(124.0)	(29.5)	51.5	6.5	(193.1)	(177.4)	(57.9)	28.7	552.6	428.6	221.7
	2017 ²	307.1	95.3	30.6	(98.7)	109.4	(159.4)	(39.1)	33.5	281.5	(155.0)	(185.6)	24.6	244.2	443.7	284.3	59.6
	2018 ²	323.7	104.3	31.8	(77.3)	57.8	(159.6)	(109.2)	(9.0)	(85.8)	(107.6)	(193.7)	(33.4)	(258.0)	440.3	280.7	(22.2)
	2019 ²	314.1	117.5	74.4	101.0	61.0	(143.1)	(1,265.1)	(10.0)	947.0	(7.1)	(204.6)	(5.6)	(20.5)	668.0	524.9	(944.8)
	2020 ²	253.1	119.4	70.0	80.2	79.9	(66.2)	-	17.2	(227.8)	(9.1)	(211.5)	(3.9)	101.3	602.6	536.4	324.9
	2021	402.6	116.5	70.8	(337.6)	19.0	(106.6)	(152.6)	33.0	184.9	(6.3)	(218.3)	7.4	12.8	271.3	164.7	(206.2)
	2022	309.9	110.2	69.6	(78.0)	29.7	(100.3)	(83.3)	2.4	5.0	(60.3)	(229.2)	(20.9)	(45.2)	441.4	341.1	28.6
	2023	(136.8)	108.9	71.0	116.0	338.1	(113.8)	-	22.5	(107.1)	(6.0)	(239.4)	(4.4)	49.0	497.2	383.4	144.0

Free Cash Flow = Cash From Operations - Adds to PP&E

"Excess" Cash Flow = Cash From Operations - Adds to PP&E - Cash Spent on Acquisitions - Dividends

¹ As originally reported (unless stated otherwise)

² Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO. 2015-2020 data has been adjusted to apply the effects of the change.

57 Year Financial History Balance Sheet¹

			As	sets						Lia	bilities				Equity						2-Year	Average	
For the		Accts &							Ор.				Oper.	Other &			Total						
Fiscal Year	Cash &	Notes	Invent	Current	Net PP&E	Total	Accts Payable	Curr.	Lease	Oth.	Total Curr. Liab.	Long Term Debt	Lease	Def.		Not Dobt 2	Capital- ization ³	Not Appete 4	Net Working Capital ⁵	Total	Caultu	Net Work Capital	Total
I eai	Equiv (In M	Recvbl	Invent.	Assets	Net PPac	Assets 6.0	Payable	Debt	Liab.	Curr.	LIAD.	0.7	Liab.	Taxes	3.8	Net Debt 2	4.5	Net Assets *	Сарнаі	Assets	Equity	Сарнаі	Capital
1967	0.4	1.5	2.7	4.9	1.9	7.0	0.3	0.1		0.4	0.8	1.6		0.1	4.5	1.3	6.2	5.9	3.8	6	4	4	5
1968	0.4	2.4	4.4	7.3	2.9	10.6	1.7	0.2		1.4	3.3			0.1	5.1	1.9		7.1	3.8		5	4	7
1969	0.8	2.4	5.3	8.8	6.0	15.2	1.5	2.2		0.5	4.2			0.2	8.4	3.9		12.5	6.0	13	7	5	9
1970 1971	0.8	3.7 4.3	7.2 7.5	12.2 13.1	9.0	21.2	1.7	1.6 0.2		2.2	4.4 3.6			0.4 0.6	9.2 10.3	8.0	16.8 19.6	17.6 19.0	8.6 8.9		9 10	<u>7</u> 9	14 18
1971	1.4	4.3 8.0	7.5 11.2	21.3	15.8	23.2 39.0	2.7	0.2		2.2	3.6 6.4			0.8	20.7	8.1 10.6		32.1	14.4	31	16	12	26
1973	1.7	10.3	17.2	30.2	20.9	53.4	4.0	3.6		3.8	11.4			1.0	24.4	18.5		43.9	20.7	46	23	18	37
1974	3.7	9.5	20.8	35.4	25.3	62.8	2.7	3.7		4.1	10.5			1.3	27.0	23.9		52.3	24.9	58	26	23	47
1975	1.6	10.8	17.4	31.1	25.0	59.2	4.1	3.4		4.3	11.8			1.5	29.6	18.1	47.4	49.2	21.1	61	28	23	50
1976	2.3	11.3	22.8	37.7	29.3	69.9	4.4	2.3		7.4	14.1	20.1		1.6	34.1	20.0		55.8	23.6		32	22	52
1977 1978	1.0 0.8	15.2 17.4	24.3 27.7	42.2 47.7	30.9 36.5	76.5 91.9	5.1 7.2	3.5 2.6		7.2 11.1	15.8 20.9			8.8 9.7	39.5 47.0	15.0 16.1	60.8 71.1	63.3 72.8	29.0 28.6	73 84	37 43	26 29	58 66
1976	2.4	24.1	26.7	56.1	46.7	112.5	9.1	3.3		11.5	20.9			2.9	52.3	34.4	88.6	72.6 89.5	33.1	102	50	31	80
1980	1.6	25.0	27.8	56.5	46.9	111.7	11.9	2.8		12.8	27.5			3.2	59.1	23.1	84.2	85.4	30.2	112	56	32	86
1981	1.4	26.6	33.7	63.9	49.2	122.3	11.1	5.7		15.5	32.3			3.7	57.1	33.5	90.0	94.3	35.9	117	58	33	87
1982	2.2	27.2	35.3	66.3	52.2	134.4	11.8	4.5		15.2	31.5			4.6	64.6	36.0	102.9	105.2	37.1	128	61	37	96
1983	18.6	38.3	54.6	113.4	67.8	201.5	17.1	5.8		23.4	46.3			5.0	96.0	41.4	155.2	142.5	54.4	168	80	46	129
1984 1985	21.8 9.0	45.5 52.8	62.2 73.1	131.9 138.3	76.8 101.0	232.9 270.5	16.9 21.9	11.4 7.4		23.6 26.9	51.9 56.2			6.0 9.9	107.9 153.0	56.7 49.8	181.0 214.3	170.6 212.7	69.6 80.5	217 252	102 130	62 75	168 198
1986	35.9	68.2	82.2	189.6	113.4	349.4	23.5	5.1		38.2	66.8			11.1	183.1	57.6		251.8	92.0	310	168	86	248
1987	29.6	79.6	92.8	208.2	127.9	384.3	34.9	4.8		38.3	78.0			13.2	209.5	58.7		281.5	105.4		196	99	294
1988	7.0	114.8	122.4	250.5	176.2	477.6	52.5	4.1		46.5	103.1	106.8		22.2	245.4	103.9		371.5	144.4	431	227	125	340
1989	2.9	136.5	144.2	292.8	209.3	568.3	53.8	3.5		55.4	112.7	147.5		26.5	281.6	148.0	455.6	456.2	180.6	523	264	163	415
1990	3.3	146.2	172.0	342.4	224.8	676.1	56.2	3.1		68.7	128.0	212.8		32.8	302.6	212.6		548.0	214.3	622	292	197	502
1991 1992	5.3 4.0	140.8 156.8	157.3 161.1	321.7 340.2	234.2 230.7	656.1 678.0	39.0 42.7	3.2 1.0		68.4 74.9	110.6 118.6	179.4 101.5		33.6 32.8	332.6 425.2	177.3 98.5	545.5 559.4	543.5 556.4	209.1 218.5	666 667	318 379	212 214	547 552
1992	0.4	204.7	209.1	435.6	313.1	901.9	74.1	1.4		90.7	166.2			54.3	515.6	166.8		736.7	270.5	790	470	244	648
1994	2.7	254.3	255.5	544.7	396.0	1,119.9	89.9	3.9		139.1	232.9			56.9	625.2	206.1	887.0	888.2	313.0	1,011	570	292	811
1995	6.7	254.2	276.8	571.9	451.8	1,218.3	90.4	4.0		132.4	226.8	191.9		65.5	734.1	189.2	991.5	988.8	342.4	1,169	680	328	939
1996	3.7	335.3	379.6	763.3	582.9	1,712.9	110.3	3.9		178.6	292.8	388.5		90.5	941.1	388.7	1,420.1	1,420.3	470.7	1,466	838	407	1,206
1997	7.7	438.6	433.2	944.6	693.2	2,106.3	128.7	4.7		239.1	372.5	466.2		93.6	1,174.0	463.2	1,733.8	1,730.8	569.1	1,910	1,058	520	1,577
1998	83.5	503.1 559.4	486.2	1,137.1 1,256.2	820.4	2,535.3	134.8	5.2		261.4	401.4	574.1		123.0	1,436.8	495.8 770.6		2,055.6	657.4	2,321 2,756	1,305	613	1,934
1999 2000	20.6 37.3	634.2	605.8 671.8	1,405.3	915.0 1,018.4	2,977.5 3,373.2	146.1 179.4	3.8 5.9		281.6 291.3	431.5 476.6	787.4 988.4		112.4 114.4	1,646.2 1,793.8	957.0	2,546.0 2,896.6	2,529.2 2,865.2	807.9 897.3	3,175	1,542 1,720	733 853	2,340 2,721
2001	187.2	562.5	601.3	1,421.9	961.9	3,412.9	162.4	5.8		288.8	457.0	977.6		111.7	1,866.6	796.2		2,774.5	783.5	3,393	1,830	840	2,926
2002	225.0	569.0	625.7	1,488.0	960.7	3,501.1	181.9	127.7		288.4	598.0	808.6		117.6	1,976.9	711.3	,	2,805.8	792.7	3,457	1,922	788	2,930
2003	443.9	680.7	628.3	1,819.4	967.1	3,889.7	195.2	119.4		311.3	625.9			137.6	2,114.0	687.7	3,263.8	2,939.3	869.0	3,695	2,045	831	3,083
2004	491.3	790.7	705.7	2,064.8	960.7	4,197.2	224.4	401.3		333.9	959.6			145.1	2,313.1	689.4	3,237.6	3,147.6	1,015.2	4,043	2,214	942	3,251
2005	64.9	847.6	767.1	1,763.3	971.1	4,052.6	254.2	98.6		385.2	738.0	921.6		144.0	2,249.0	955.4	3,314.6	3,348.3	1,059.0	4,125	2,281	1,037	3,276
2006	131.9	853.8	826.3	1,894.1	962.8	4,265.3	259.0	52.0		380.2	691.2	1,060.0		163.0	2,351.1	980.1	3,574.1	3,494.2	1,123.0	4,159	2,300	1,091	3,444

57 Year Financial History Balance Sheet¹

			As	sets						Lia	bilities				Equity						2-Year	Average	
For the		Accts &							Op.				Oper.	Other &			Total						
Fiscal	Cash &	Notes		Current		Total	Accts	Curr.	Lease	Oth.	Total Curr.	Long	Lease	Def.		,	Capital-	,	Net Working	Total		Net Work	Total
Year	Equiv	Recvbl	Invent.	Assets	Net PP&E	Assets	Payable	Debt	Liab.	Curr.	Liab.	Term Debt	Liab.	Taxes		Net Debt ²	ization ³	Net Assets ^⁴	Capital ³	Assets	Equity	Capital	Capital
Continu	ing Op	eration	S																				
2005 67	64.9	694.9	602.1	1,429.4	739.6	3,339.0	203.7	98.6		369.7	672.0	921.2		155.2	1,590.6	954.9	2,667.0	2,700.7	791.1	n/a	n/a	n/a	n/a
2006 ⁸	131.9	707.4	647.3	1,554.9	694.3	3,499.8	208.9	52.0		357.0	617.9	1,059.6		162.4	1,659.9	979.7	2,881.9	2,802.0	857.1	3,419	1,625	824	2,774
2007 9	205.4	630.4	591.0	1,531.4	727.1	3,495.9	225.0	88.7		408.4	722.1	1,000.6		138.6	1,634.6	883.9	2,773.8	2,657.1	692.6	3,498	1,647	775	2,828
2008 10	164.7	550.5	495.0	1,275.8	681.4	3,100.7	175.3	22.4		319.1	516.8	851.2		133.5	1,599.2	708.9	2,583.9	2,441.6	616.7	3,298	1,617	655	2,679
2009 11	260.5	469.5	409.1	1,197.2	668.6	3,017.6	199.4	10.1		322.4	531.9	789.3		161.3	1,535.1	538.9	2,485.7	2,235.3	414.9	3,059	1,567	516	2,535
2010	244.5	478.9	435.3	1,219.1	624.2	3,001.0	226.4	2.2		294.4	523.0	762.2		191.4	1,524.4	519.9	2,478.0	2,235.7	453.8	3,009	1,530	434	2,482
2011	236.3	503.6	441.0	1,224.0	580.6	2,915.1	256.6	2.5		326.9	586.0	833.3		188.1	1,307.7	599.5	2,329.1	2,095.3	404.2	2,958	1,416	429	2,404
2012	359.1	446.2	489.0	1,339.1	572.8	3,254.9	285.4	201.5		244.1	731.0	853.9		227.8	1,442.2	696.3	2,523.9	2,366.3	450.5	3,085	1,375	427	2,427
2013	272.7	467.4	495.9	1,281.7	574.6	3,108.1	339.3	181.1		309.1	829.5	688.4		191.0	1,399.2	596.8	2,278.6	2,187.0	360.6	3,182	1,421	406	2,401
2014	332.8	523.3	481.6	1,429.6	558.9	3,140.6	369.8	201.7		420.7	992.2	766.7		226.8	1,154.9	635.6	2,148.4	2,017.3	306.3	3,124	1,277	333	2,214
2015 12	253.2	520.2	518.7	1,325.3	540.8	2,977.8	307.2	3.4		390.6	701.2	941.5		228.7	1,106.4	691.7	2,276.6	2,026.8	374.3	3,059	1,131	340	2,213
2016 ¹²	281.9	486.6	547.4	1,352.7	565.5	3,011.9	351.1	3.6		351.9	706.6	956.2		237.8	1,111.3	677.9	2,305.3	2,027.0	367.8	2,995	1,109	371	2,291
2017 12	526.1	595.1	613.3	1,808.7	663.9	3,593.0	430.3	153.8		392.1	976.2	1,097.9		296.5	1,222.4	725.6	2,616.8	2,244.5	460.2	3,302	1,167	414	2,461
2018 12	268.1	571.6	699.5	1,590.2	728.5	3,447.6	465.4	1.2		349.1	815.7	1,167.8		257.3	1,206.8	900.9	2,631.9	2,365.0	507.6	3,520	1,215	484	2,624
2019 ¹²	247.6	591.9	675.7	1,577.1	830.8	4,855.4	463.4	51.1	39.3	374.3	928.1	2,066.5	121.6	397.3	1,341.9	1,870.0	3,927.3	3,770.1	491.8	4,152	1,274	500	3,280
2020 12	348.9	563.6	691.5	1,658.1	784.8	4,800.0	552.2	50.9	42.4	360.5	1,006.0	1,849.3	122.1	397.5	1,425.1	1,551.3	3,794.0	3,538.4	396.5	4,828	1,384	444	3,861
2021	361.7	651.5	993.2	2,065.3	781.5	5,307.3	613.8	300.6	44.5	376.8	1,335.7	1,789.7	153.0	380.3	1,648.6	1,728.6	3,971.6	3,955.0	713.0	5,054	1,537	555	3,883
2022	316.5	675.0	907.5	1,958.0	772.4	5,186.1	518.4	9.4	49.5	390.8	968.1	2,074.2	153.6	348.8	1,641.4	1,767.1	4,218.0	3,960.4	732.3	5,247	1,645	723	4,095
2023	365.5	637.3	819.7	1,881.4	781.2	4,634.5	536.2	308.0	57.3	361.1	1,262.6	1,679.6	150.5	207.8	1,334.0	1,622.1	3,371.9	3,371.7	618.6	4,910	1,488	675	3,795

¹ As originally reported (unless stated otherwise)

² Net debt = long-term debt - cash & equivalents + current debt maturities

³ Total capitalization = long-term debt + operating lease liabilities + other liabilities & deferred taxes + shareholders equity

⁴ Net assets = total capitalization - cash & equivalents + current debt maturities + current operating lease liabilities

⁵ Net working capital = current assets - cash & equivalents - current liabilities + current debt maturities + current operating lease liabilities

^{6 2005} excludes "held for sale" amounts as follows: current assets = \$333.1, total assets = \$733.4, current liabilities = \$73.9, non-current liabilities = \$1.3, equity = \$658.2

⁷ 2005 has been restated to reflect the reclassification of certain deferred tax assets and liabilities

⁸ 2006 excludes "held for sale" amounts as follows: current assets = \$339.2, total assets = \$765.5, current liabilities = \$73.4, non-current liabilities = \$1.0, equity = \$691.1

^{9 2007} excludes "held for sale" amounts as follows: current assets = \$303.1, total assets = \$576.7, current liabilities = \$77.5, non-current liabilities = \$1.0, equity = \$498.2

^{10 2008} excludes "held for sale" amounts as follows: current assets = \$31.0, total assets = \$61.2, current liabilities = \$7.4, equity = \$53.8

^{11 2009} excludes "held for sale" amounts as follows: current assets = \$16.4, total assets = \$43.6, current liabilities = \$3.2, equity = \$40.4

¹² Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO. 2015-2020 financial data has been adjusted to apply the effects of the change.

57 Year Financial History Growth Rates & Margins

I	For the								20 and	50 Year	Growth	- CAGR	R (%) 1						
	Period	Net S	ales		EBI	T	Net In	come		EP	S		Cash fro	m Ops	Divide	ends	Stock	Price	
	Ending	20 Yr	50 Yr 20 Yr 50 Y				20 Yr	50 Yr		20 Yr	50 Yr		20 Yr	50 Yr	20 Yr	50 Yr	20 Yr	50 Yr	
Γ	2023	0.4	8.4		(0.3)	7.6	(0.4)	8.2		1.4	7.4		1.2	_	6.3	11.7	1.0	9.6	

For the	M	argins (%	%)	Sales	Growth				7.7																	
Period	Gross		Net		I Growth																	Dividends			ock Price	
Ending	Profit	EBIT	Earnings	Internal	Acquired	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr
1967	16.3	6.0	3.1			0.2	10.7		10.5			17.2	51.3		0.0	26.6					120.0	22.4				
1968	19.2	7.5	3.4			30.0	16.1		63.2			41.8	41.4		30.8	16.3					12.7	15.6		268.4		
1969	18.5	6.8	3.0			45.3	22.1		31.2			27.8	25.6		0.0	(1.1)					6.5	17.1		39.3		
1970	20.8	7.5	3.2			19.8	20.3		31.5	35.4		28.5	29.7		5.9	(1.1)					1.5	10.9		(38.5)		
1971	21.0	8.2	3.2			22.9	22.7		33.8	33.0		25.7	28.0		16.7	10.1					0	21.8		33.3	FO 4	
1972	22.8	9.2	4.2			57.9	34.4		77.9	46.3		104.7	43.1		42.9	18.2					3.0	4.6		100.0	53.1	
1973 1974	23.8 22.7	10.2 9.9	4.5			40.5 14.8	36.5 30.3		56.4	45.1		50.0	44.7		33.3	18.7					4.3 12.5	3.0 4.2		(57.8)	(0.7)	
1974	22.7	8.8	3.5 3.3			4.2	26.7		11.1	40.3		(11.3)	34.5 27.5		(12.5)	15.5 13.6					9.9	5.8		(44.4)	(17.4)	
1975	23.7	10.5	4.5	19.7	0.0	19.7	26.7		(7.2) 42.3	30.9		(1.5) 64.1			(2.9) 61.8	21.2			49.9		12.4	8.3		40.0 66.7	(2.6)	
1977	21.2	9.4	4.1	22.2	11.1	33.3	21.8	28.0	42.3 19.1	22.3	33.8	22.7	34.5 21.5	31.8	23.6	17.8	18.0		49.9 75.7	25.7	22.0	12.1	8.3		(6.0)	20.0
1978	21.2	10.4	4.9	14.6	(0.0)	14.6	16.9	26.4	27.0	17.3	30.4	36.3	19.1	31.3	35.3	18.1	18.4		33.9	29.5	20.5	15.3	9.0	34.3 19.1	15.7	7.2
1979	14.6	7.3	3.2	15.1	4.3	19.4	17.9	23.9	(15.8)	11.0	24.8	(22.4)	16.0	24.9	(22.8)	15.2	15.4		29.8	25.5	24.5	17.7	10.7	(17.9)	25.1	1.7
1980	15.6	7.9	3.7	1.6	5.2	6.8	18.4	22.5	15.0	15.8	23.1	22.4)	21.0	24.3	21.1	20.4	16.9		13.1		16.4	19.1	12.3	10.9	19.4	7.8
1981	16.5	9.0	4.6	14.2	0.4	14.6	17.4	21.6	30.5	13.8	22.8	42.4	17.7	25.8	52.3	19.0	20.1		24.3	36.5	17.4	20.1	14.1	80.4	21.3	11.1
1982	15.1	6.9	3.3	2.1	2.6	4.7	11.9	16.7	(19.9)	5.2	13.4	(23.6)	7.0	14.0	(19.1)	9.3	13.5		16.0	42.8	13.2	18.3	15.2	16.3	17.9	5.3
1983	16.1	8.8	4.4	9.8	19.0	28.8	14.5	15.7	65.0	10.8	14.0	70.6	11.9	15.5	44.3	10.7	14.4		(4.2)	13.3	10.6	16.3	15.8	56.1	24.4	20.0
1984	16.0	9.0	4.9	13.6	6.4	20.0	14.6	16.2	22.6	19.4	15.1	33.4	24.7	20.3	16.3	20.2	17.7		22.7	26.2	17.3	14.9	16.3	(6.0)	27.8	26.5
1985	17.4	9.9	5.0	5.1	7.6	12.7	15.9	17.2	24.1	21.3	18.5	15.5	23.4	22.2	14.6	18.9	19.6		7.0	10.0	13.6	14.4	16.7	76.4	40.3	29.4
1986	17.5	11.0	5.9	8.6	13.7	22.3	17.4	17.4	36.2	22.3	18.0	44.1	23.7	20.6	24.5	14.2	16.5		20.6	22.4	19.9	14.9	17.5	16.2	28.5	24.8
1987	17.5	10.9	5.8	10.3	0.6	10.9	18.7	15.3	9.3	30.2	17.0	8.4	32.6	19.1	9.4	21.3	15.1		21.8	18.9	40.0	19.9	19.1	(14.6)	20.8	19.3
1988	15.9	8.3	4.7	7.8	16.9	24.7	18.0	16.2	(4.5)	16.7	13.7	0.7	19.4	15.6	(2.5)	12.1	11.4		33.7	13.2	14.3	20.6	18.5	8.0	12.2	18.2
1989	16.7	8.9	4.6	4.5	17.9	22.4	18.5	16.5	31.2	18.3	18.9	21.7	17.2	20.9	19.2	12.7	16.4	27.7	16.6	19.6	15.6	20.3	17.6	26.3	19.0	23.3
1990	16.5	7.9	4.0	(1.5)	11.3	9.8	17.9	16.9	(2.7)	12.7	16.9	(4.8)	12.7	17.9	(9.3)	7.5	13.0	19.4	20.2	13.4	13.5	20.3	17.3	(12.0)	3.6	20.5
1991	16.5	7.0	3.6	(5.0)	4.4	(0.6)	13.1	15.2	(11.5)	3.4	12.4	(9.9)	2.6	12.7	(6.8)	1.5	7.6	32.8	16.9	18.7	2.4	16.5	15.7	43.3	8.0	17.8
1992	18.0	9.0	5.3	9.0	(8.0)	8.2	12.5	15.6	38.8	8.4	18.8	58.6	10.8	21.2	49.5	8.0	14.4	11.1	20.8	21.3	7.0	10.4	15.1	79.7	25.3	23.0
1993	18.6	9.9	5.6	11.0	19.4	30.4	13.5	15.7	43.2	17.5	17.1	37.5	17.9	18.6	28.2	14.1	13.1	49.9	27.5	30.6	17.4	11.0	15.7	47.1	33.3	22.3
1994	18.8	10.7	6.2	10.3	11.4	21.7	13.4	15.9	31.8	17.6	18.0	34.3	20.2	18.7	32.9	16.6	14.6	18.7	25.7	21.1	14.8	10.9	15.5	(30.0)	18.5	18.7
1995	19.7	11.3	6.6	1.8	9.0	10.8	13.6	15.7	16.5	22.0	17.2	16.9	25.3	18.8	14.4	22.1	14.6	17.5	25.3	22.7	22.6	12.6	16.4	38.6	29.7	15.9
1996	21.2	12.4	6.9	1.1	18.7	19.8	17.9	15.5	31.9	32.1	16.9	25.6	33.9	17.2	16.4	27.6	13.8	17.2	22.2	19.5	21.1	16.4	16.5	42.7	29.6	18.3
1997	21.4	12.5	7.2	5.3	12.7	18.0	20.0	16.2	19.2	28.2	17.9	23.0	27.2	18.7	16.8	21.5	14.5	21.1	24.3	22.5	17.4	18.6	14.5	21.0	19.8	22.5
1998	21.9	12.7	7.4	3.7	12.2	15.9	17.2	15.3	17.5	23.2	20.3	19.1	23.6	20.7	14.8	18.8	16.4	23.1	19.5	23.4	16.7	18.5	14.7	5.1	12.0	22.2
1999	23.0	13.3	7.7	3.1	9.0	12.1	15.3	14.3	17.1	20.3	19.0	17.1	20.3	20.3	16.9	15.8	16.2	4.5	16.5	21.0	14.3	18.4	14.6	(2.5)	19.6	19.0
2000	21.3	11.2	6.2	0.2	13.0	13.2	15.7	14.7	(4.3)	15.7	18.8	(9.1)	14.4	19.7	(9.0)	10.7	16.2	18.9	16.8	20.9	16.7	17.2	14.9	(11.7)	9.3	19.1
2001	19.9	8.5	4.6	(9.3)	5.5	(3.8)	10.8	14.3	(27.0)	2.8	16.5	(29.0)	2.1	16.9	(28.8)	0.3	13.2	21.3	17.6	19.8	14.3	15.9	16.1	21.4	5.8	17.1
2002	19.2	9.4	5.5	0.7	3.1	3.8	8.0	13.8	14.1	1.9	14.3	24.3	2.3	14.1	24.5	1.6	11.1	(14.7)	9.6	16.7	4.2	13.1	15.8	(2.4)	1.4	10.2
2003 2004	17.6	8.1	4.7	1.2	1.5 4.3	2.7	5.4	11.1	(11.3)	(3.7)	8.9	(11.7)	(3.7)	9.1	(10.3)	(3.3)	7.2 7.6	(13.3)	2.2	10.5	8.0	11.4	14.9	(3.6)	(0.3)	5.6
	18.0	9.1 7.5	5.6	11.6	2.1	15.9 4.2	6.1	10.6	29.9	(1.7)	8.8	38.6	(0.4)	9.5	38.1	0.0	-	(13.4)	(1.6)	7.1	7.4	10.0	14.1 12.7	31.4	5.8	12.5
2005	17.2 18.1	7.5 8.8	4.7 5.5	2.1 0.4	3.5	3.9	6.0	9.9 8.4	(14.2)	(3.8)	5.5 4.6	(11.9) 19.5	9.9	6.4 5.9	(10.5)	(0.3)	5.0 5.7	30.9 6.8	(2.2)	8.2 7.2	8.6 6.3	8.4 6.9	11.3	(19.2) 4.1	3.9 0.8	6.6 3.3
2000	10.1	0.0	0.0	0.4	0.0	0.0	0.0	0.7	21.7	0.5	7.0	19.5	3.9	5.5	23.0	11.3	5.7	0.0	(2.2)	7.2	0.3	0.0	11.5	4.1	0.0	5.5

57 Year Financial History

Growth Rates & Margins

For the									20 and	50 Year	Growth	- CAGF	(%) ¹							
Period	Net S	Net Sales EBIT Net Income EPS Cash from Ops Dividends															ends	Stock	Price	
Ending	20 Yr	50 Yr		20 Yr	50 Yr		20 Yr	50 Yr		20 Yr	50 Yr		20 Yr	50 Yr		20 Yr	50 Yr	20 Yr	50 Yr	
2023	0.4	8.4		(0.3)	7.6		(0.4)	8.2		1.4	7.4		1.2	_		6.3	11.7	1.0	9.6	

For the	М	argins (9	%)	Sales	Growth									1, 5, and	d 10 Year	Growth	- CAGR	(%) ¹								
Period	Gross		Net	Annua	I Growth		Net Sales			EBIT		N	et Income			EPS		Cash	from Ops	S		Dividends		Sto	ock Price	
Ending	Profit	EBIT	Earnings	Internal	Acquired	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr
		0 1			nation belo	ow)																				
2002	19.9	9.9	5.6		nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	(14.7)	9.6	16.7	4.2	13.1	15.8	(2.4)	1.4	10.2
2003 2004	18.5 18.8	8.5 9.5	4.9 5.8	nm	nm	3.8 16.9	nm nm	nm nm	(10.3) 29.8	nm nm	nm	(9.8) 38.2	nm nm	nm nm	(8.5) 38.2	nm nm	nm nm	(13.3) (13.4)	2.2	10.5	8.0	11.4 10.0	14.9 14.1	(3.6)	(0.3) 5.8	5.6 12.5
				nm	nm						nm							` '	(1.6)	7.1	7.4			31.4		
2005	19.1	9.8	5.9		nm	3.5	nm	nm	6.8	nm	nm	5.9	nm	nm	7.7	nm	nm	30.9	0.3	8.2	8.6	8.4	12.7	(19.2)	3.9	6.6
2006	18.8	9.7	5.7	(/	2.6	1.7	nm	nm	0.8	nm	nm	(2.4)	nm	nm	1.1	nm	nm	6.8	(2.2)	7.2	6.3	6.9	11.3	4.1	0.8	3.3
2007	18.8	8.7	5.1	(2.6)	2.2	(0.4)	4.9	nm	(10.8)	2.3	nm	(11.0)	2.8	nm	(7.5)	5.0	nm	28.1	6.1	7.8	16.4	9.3	11.2	(27.0)	(4.9)	(1.8)
2008	17.3	6.6	3.6	(4.0)	(0.1)	(4.1)	3.3	nm	(26.6)	(1.8)	nm	(32.6)	(3.0)	nm	(27.9)	0.1	nm	(28.9)	2.0	2.1	28.2	13.1	12.2	(12.9)	(6.8)	(3.6)
2009	21.1	8.5	4.6	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	29.6	10.5	4.3	2.0	12.0	11.0	34.3	(6.4)	(0.5)
2010	20.1	9.3	5.7	12.5	(1.0)	11.5	nm	nm	22.8	nm	nm	38.6	nm	nm	44.7	nm	nm	(35.9)	(4.2)	(1.9)	3.9	11.0	9.7	11.6	(0.2)	1.9
2011	19.1	8.5	5.4	10.8	0.0	10.8	nm	nm	0.7	nm	nm	5.3	nm	nm	9.8	nm	nm	(9.3)	(7.2)	(4.7)	3.8	10.4	8.6	1.2	(0.7)	0.0
2012	20.4	9.5	5.9	1.1	2.3	3.4	nm	nm	15.7	nm	nm	13.0	nm	nm	13.8	nm	nm	36.7	(6.0)	(0.1)	3.6	7.9	8.6	18.1	9.3	1.9
2013	20.4	9.6	6.3	0.6	1.2	1.8	nm	nm	2.6	nm	nm	8.9	nm	nm	8.0	nm	nm	(7.3)	(0.9)	0.5	3.5	3.4	8.1	13.7	15.3	3.6
2014	20.9	10.2	6.7	5.4	3.4	8.8	7.2	nm	15.7	11.2	nm	15.7	15.7	nm	18.9	18.3	nm	(8.4)	(7.5)	1.1	3.4	3.6	7.7	37.7	15.9	4.1
2015 ²	22.6	11.7	7.8	0.3	3.3	3.6	5.6	nm	19.3	10.5	nm	20.4	12.5	nm	20.4	14.1	nm	(6.0)	(0.2)	(2.2)	3.3	3.5	7.2	(1.4)	13.0	6.2
2016 ²	24.4	13.5	9.5	(1.4)	(2.9)	(4.3)	2.6	nm	9.8	12.5	nm	16.0	14.7	nm	18.6	15.9	nm	53.9	10.9	1.4	6.3	4.0	7.2	16.3	16.2	7.4
2017 2	23.1	12.2	8.9	5.6	(0.4)	5.2	2.9	nm	(4.5)	8.2	nm	(1.7)	11.6	nm	1.0	13.1	nm	(19.7)	(0.3)	(3.2)	6.0	4.5	6.2	(2.4)	11.9	10.6
2018 ²	21.6	11.8	8.4	6.2	2.1	8.3	4.2	nm	4.3	8.6	nm	2.3	10.2	nm	3.1	12.1	nm	(8.0)	1.1	0.1	5.6	4.9	4.1	(24.9)	3.0	9.0
2019 ²	21.4	10.5	6.8	(3.1)	14.4	11.3	4.7	5.9	(0.9)	5.3	8.2	(9.5)	4.9	10.2	(9.6)	6.1	12.0	51.7	11.8	1.7	5.3	5.3	4.5	41.8	3.6	9.6
2020 ²	21.1	10.6	6.9	(10.8)	0.9	(9.9)	1.8	3.7	(9.1)	(0.3)	5.0	(9.3)	(0.9)	5.6	(9.7)	0.2	6.9	(9.8)	10.9	5.2	1.3	4.9	4.2	(12.8)	1.1	6.9
2021	20.5	11.2	7.5	18.1	0.4	18.5	6.2	4.4	25.4	2.4	7.3	29.7	1.4	7.8	28.5	1.8	8.6	(55.0)	(13.3)	(1.9)	3.7	4.4	4.2	(7.1)	(3.4)	6.0
2022	19.0	9.4	6.0	0.3	1.2	1.5	5.5	4.2	(14.6)	0.1	4.1	(18.7)	(2.4)	4.3	(18.3)	(2.5)	5.0	62.7	(0.1)	(0.2)	4.8	4.1	4.3	(21.7)	(7.6)	1.7
2023	18.1	7.1	4.0	(10.4)	2.2	(8.2)	2.0	3.1	(31.2)	(7.9)	0.0	(39.0)	(12.0)	(1.5)	(38.8)	(12.1)	(0.7)	12.6	2.5	1.8	4.6	3.9	4.4	(18.8)	(6.1)	(1.7)

In late 2007, we announced the decision to divest seven businesses. Income statements for 2002 through 2008 reflect those businesses as discontinued operations. In 2014, we divested the majority of the Store Fixtures business. Income statements for 2009 through 2014 reflect that business as discontinued operations.

"Adjusted Continuing Operations" also exclude unusual items from earnings to better reflect operating performance in each year. See Appendix - Non-GAAP Adjustments. Because of the lack of historically comparable data, 5 yr and 10 yr earnings CAGRs are limited in recent years (as indicated by the 'nm' references in the table above).

¹ CAGR - compound annual growth rate

² Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO. 2015-2020 financial data has been adjusted to apply the effects of the change.

57 Year Financial History Ratios

	Liq	uidity					Measures of F	Return on In	vestment							Measures o	f Solvency	/		Other
					Du Pont Form	ula		Total Sha			Trailing		Payout							
For the	Cumant	laautam.	Detum	Asset	After-tax		Return on	Return	<u> </u>	Return on Invested	P/E Multiple	Dividend	Ratio to	Total	Debt to	Net Debt	Dahtta	Net Debt		
Fiscal Year	Current Ratio	Inventory Turnover	Return on Sales	Turnover	Return on Avg Assets	Leverage	Average Equity	1 Year	3 Year CAGR	Capital	(Dec. 31)	Yield	Common 1 Yr.	Liab to Assets	Total Capital	to Net Capital	Debt to EBITDA	to EBITDA	Interest Earned	Tax Rate
1967	6.4	4.5	3.1%	2.1	6.4%	1.6	9.9%	7 7 7 7 1			5.7	7.2%	41%	35%	27%	22%			8.3	41.7%
1968	2.2	4.0	3.4%	2.0	6.6%	1.8	12.1%	276.6%		10.5%	15.6	2.2%	35%	51%	30%	26%			7.3	48.3%
1969	2.1	4.3	3.0%	1.9	5.8%	1.9	11.0%	41.6%		9.7%	22.7	1.7%	38%	45%	35%	31%			4.9	45.5%
1970	2.8	3.8	3.2%	1.7	5.3%	2.1	10.8%	(36.7%)	50.6%	8.7%	13.0	2.8%	37%	57%	48%	45%			3.9	43.0%
1971	3.6	4.0	3.2%	1.7	5.4%	2.3	12.3%	36.1%	6.7%	8.7%	15.0	2.1%	31%	56%	45%	43%			4.5	48.7%
1972	3.4	4.8	4.2%	1.9	7.9%	2.0	15.9%	102.2%	19.2%	11.3%	32.4	0.7%	23%	47%	36%	33%			7.9	47.5%
1973	2.6	4.4	4.5%	1.8	8.0%	2.0	16.4%	(56.7%)	6.6%	12.0%	6.9	2.6%	18%	54%	44%	42%			5.8	46.8%
1974	3.4	3.8	3.5%	1.6	5.6%	2.3	12.7%	(41.4%)	(18.7%)	9.9%	4.2	5.5%	23%	57%	49%	46%			3.4	50.3%
1975	2.6	4.0	3.3%	1.6	5.3%	2.2	11.4%	45.9%	(28.5%)	8.5%	6.2	4.2%	26%	50%	39%	37%			4.4	51.7%
1976	2.7	4.5	4.5%	1.8	8.2%	2.0	16.7%	71.4%	11.8%	11.8%	6.4	2.8%	18%	51%	38%	36%			8.5	51.2%
1977	2.7	5.3	4.1%	2.1	8.9%	2.0	17.7%	37.8%	49.5%	13.7%	6.9	2.6%	18%	48%	25%	24%			7.9	49.2%
1978	2.3	5.4	4.9%	2.1	10.5%	1.9	20.5%	22.3%	41.7%	17.5%	6.1	2.6%	16%	49%	23%	22%			7.3	45.0%
1979	2.3	6.4	3.2%	2.1	6.7%	2.1	13.9%	(14.6%)	13.0%	12.1%	6.5	4.0%	26%	54%	40%	38%			4.1	42.3%
1980	2.1	6.8	3.7%	2.0	7.5%	2.0	15.1%	15.5%	6.3%	12.3%	5.9	4.2%	25%	47%	28%	27%			5.2	42.6%
1981	2.0	6.8	4.6%	2.2	10.2%	2.0	20.6%	85.3%	20.7%	15.8%	7.0	2.7%	19%	53%	37%	36%			8.0	42.0%
1982	2.1	6.4	3.3%	2.1	7.1%	2.1	15.0%	19.4%	35.5%	11.7%	10.1	2.7%	27%	52%	36%	34%			5.4	40.5%
1983	2.5	6.3	4.4%	2.1	9.3%	2.1	19.4%	59.0%	51.0%	15.4%	10.9	1.9%	20%	52%	37%	29%			6.7	41.2%
1984	2.5	5.8	4.9%	2.0	9.6%	2.1	20.4%	(3.8%)	21.9%	16.1%	8.8	2.3%	21%	54%	41%	33%			7.0	36.5%
1985	2.5	5.6	5.0%	1.9	9.5%	1.9	18.4%	79.1%	39.1%	15.1%	13.6	1.0%	20%	43%	27%	23%			7.5	41.6%
1986	2.8	5.9	5.9%	1.9	11.2%	1.8	20.6%	18.1%	26.1%	17.3%	12.7	1.6%	20%	48%	32%	23%			10.1	40.5%
1987	2.7	5.8	5.8%	1.8	10.2%	1.9	19.1%	(12.4%)	22.9%	16.2%	9.9	2.5%	25%	45%	28%	21%	4.0		10.9	41.5%
1988	2.4	6.0	4.7%	1.9	8.8%	1.9	16.6%	10.9%	4.6%	13.7%	10.9	2.7%	29%	49%	29%	28%	1.2	1.1	9.1	37.1%
1989	2.6	5.9	4.6%	1.9	8.8%	2.0	17.4%	29.4%	7.4%	13.8%	11.6	2.5%	29%	50%	33%	32%	1.3	1.3	6.9	39.4%
1990	2.7	5.7 5.2	4.0% 3.6%	1.7	7.0% 5.9%	2.1	15.0% 12.4%	(9.2%)	9.2%	11.2% 9.2%	11.3 17.4	3.2%	36% 39%	55% 49%	39%	39%	1.8	1.8	5.7 6.2	38.3%
1991	2.9		5.3%	1.6	5.9% 9.4%		16.5%	46.6%	19.2%	9.2% 12.8%	20.9	2.3%	39% 28%	49% 37%		33% 18%	0.7	0.7	6.2 18.2	
1992 1993	2.9	5.7 6.4	5.6%	1.8 1.9	9.4% 10.9%	1.8 1.7	18.3%	82.1%	33.0%	15.3%	20.9	1.4% 1.1%	26% 26%	43%	18% 23%	23%	0.7	0.7	14.8	37.4% 39.1%
1993	2.3	6.2	6.2%	1.8	11.4%	1.8	20.2%	48.6%	57.4% 24.6%	16.0%	12.6	1.1%	20%	44%	23%	23%	0.8	0.8	20.3	39.1%
1994	2.5	5.9	6.6%	1.8	11.4%	1.6	19.8%	(28.8%) 40.8%	24.6% 14.1%	16.0%	15.3	1.6%	24%	44%	20%	23% 19%	0.8	0.6	20.3	38.9%
1996	2.6	5.6	6.9%	1.7	11.6%	1.7	20.2%	44.6%	12.7%	16.7%	18.7	1.3%	25%	45%	28%	27%	1.0	1.0	10.2	38.7%
1997	2.5	5.3	7.2%	1.5	10.9%	1.8	19.7%	22.5%	35.2%	15.4%	19.4	1.3%	25%	44%	27%	27%	1.0	1.0	11.5	37.5%
1998	2.8	5.4	7.4%	1.5	10.7%	1.8	19.0%	6.6%	23.4%	15.1%	17.7	1.4%	25%	43%	27%	24%	1.0	0.9	12.8	37.3%
1999	2.9	5.1	7.7%	1.4	10.7 %	1.8	18.8%	(0.9%)	8.9%	14.5%	14.8	1.7%	25%	45%	31%	30%	1.2	1.2	12.6	37.2%
2000	2.9	5.0	6.2%	1.3	8.3%	1.8	15.4%	(9.7%)	(1.5%)	11.7%	14.3	2.2%	32%	47%	34%	33%	1.5	1.5	7.7	36.9%
2001	3.1	5.2	4.6%	1.2	5.5%	1.9	10.3%	24.0%	3.3%	8.2%	24.5	2.1%	51%	45%	33%	29%	1.8	1.5	6.5	36.9%
2002	2.5	5.6	5.5%	1.2	6.7%	1.8	12.1%	(0.3%)	3.6%	9.6%	19.2	2.2%	43%	44%	31%	25%	1.7	1.3	9.5	35.9%
2003	2.9	5.8	4.7%	1.2	5.6%	1.8	10.1%	(1.2%)	6.9%	8.5%	20.6	2.5%	51%	46%	33%	23%	2.2	1.3	7.6	34.7%
2004	2.2	6.3	5.6%	1.3	7.1%	1.8	12.9%	34.1%	9.3%	10.7%	19.6	2.0%	40%	45%	32%	22%	1.8	1.1	10.1	32.5%
2005	2.4	6.0	4.7%	1.3	6.1%	1.8	11.0%	(17.0%)	3.3%	9.0%	17.7	2.7%	49%	45%	30%	29%	1.8	1.7	8.5	29.4%
2006	2.7	5.7	5.5%	1.3	7.2%	1.8	13.1%	7.0%	6.0%	10.2%	14.9	2.8%	42%	45%	31%	28%	1.7	1.5	8.6	30.9%
			l					, 0	0.070											

57 Year Financial History Ratios

		Liq	uidity				N	Measures of F	Return on In	vestment						ı	Measures o	f Solvency	1		Other
						Du Pont Form	ula		Total Sha	reholder		Trailing		Payout							
F	or the					After-tax		Return on	Return	(TSR)	Return on	P/E		Ratio to	Total	Debt to	Net Debt		Net Debt	Times	
1	Fiscal	Current	Inventory	Return	Asset	Return on		Average		3 Year	Invested	Multiple	Dividend	Common	Liab to	Total	to Net	Debt to	to	Interest	
	Year	Ratio	Turnover			Avg Assets	Leverage	Equity	1 Year	CAGR	Capital	(Dec. 31)	Yield	1 Yr.	Assets	Capital	Capital	EBITDA	EBITDA	Earned	Tax Rate
A	Adjust	ed Conti	inuing Op	erations	(see expl	lanation bel	ow)														
	2005	2.1	n/a	5.9%	n/a	n/a	n/a	n/a	(17.0%)	3.3%	10.0%	17.8	2.7%	49%	52%	30%	29%	1.9	1.8	9.0	32.0%
	2006	2.5	5.5	5.7%	1.2	7.1%	2.1	15.0%	7.0%	6.0%	10.8%	18.4	2.8%	51%	53%	31%	28%	2.0	1.8	7.6	32.5%
	2007	2.1	5.6	5.1%	1.2	6.2%	2.1	13.1%	(23.8%)	(11.8%)	9.9%	14.5	4.5%	65%	53%	31%	28%	2.1	1.7	6.3	30.5%
	2008	2.5	6.2	3.6%	1.2	4.4%	2.0	9.0%	(7.2%)	(8.4%)	7.3%	17.5	6.6%	115%	48%	32%	28%	2.1	1.7	5.6	34.7%
	2009	2.3	4.7	4.6%	0.9	4.0%	2.0	7.8%	41.0%	(1.0%)	6.7%	26.6	5.0%	133%	49%	31%	24%	2.3	1.6	6.1	35.4%
	2010	2.3	5.6	5.7%	1.0	5.7%	2.0	11.1%	16.8%	14.0%	9.7%	20.5	4.7%	95%	49%	31%	23%	2.0	1.3	7.4	28.3%
	2011	2.1	6.1	5.4%	1.1	6.1%	2.1	12.7%	6.1%	20.0%	10.4%	18.9	4.8%	90%	55%	36%	29%	2.2	1.6	7.4	26.8%
	2012	1.8	5.8	5.9%	1.1	6.6%	2.2	14.7%	23.1%	14.4%	11.4%	19.6	4.2%	82%	56%	39%	29%	2.4	1.6	7.5	28.8%
	2013	1.5	5.6	6.3%	1.1	6.9%	2.2	15.5%	18.0%	14.7%	12.1%	20.7	3.8%	79%	55%	35%	27%	2.0	1.3	7.4	24.6%
	2014	1.4	6.1	6.7%	1.2	8.2%	2.4	20.0%	41.7%	26.1%	15.1%	23.9	2.9%	68%	63%	41%	32%	1.9	1.3	9.2	26.0%
2	2015 ¹	1.9	6.1	7.8%	1.3	10.0%	2.7	27.2%	1.6%	18.8%	18.9%	19.6	3.0%	59%	63%	41%	34%	1.7	1.2	11.2	26.3%
2	2016 ¹	1.9	5.3	9.5%	1.3	11.9%	2.7	32.1%	19.5%	19.4%	21.4%	19.2	2.7%	53%	63%	42%	33%	1.5	1.1	13.0	24.0%
2	2017 ¹	1.9	5.2	8.9%	1.2	10.6%	2.8	30.0%	0.6%	6.7%	20.2%	18.6	3.0%	55%	66%	45%	32%	2.1	1.2	11.1	21.5%
2	2018 ¹	1.9	5.1	8.4%	1.2	10.2%	2.9	29.5%	(21.8%)	(1.5%)	19.6%	13.5	4.2%	57%	65%			1.8	1.4	8.7	21.0%
2	2019 ¹	1.7	5.4	6.8%	1.1	7.8%	3.3	25.4%	46.2%	4.2%	14.2%	21.2	3.1%	66%	72%			3.1	2.7	5.5	21.8%
2	2020 ¹	1.6	4.9	6.9%	0.9	6.1%	3.5	21.2%	(9.7%)	0.9%	10.9%	20.5	3.6%	74%	70%			3.0	2.4	5.5	21.2%
	2021	1.5	4.8	7.5%	1.0	7.5%	3.3	24.8%	(3.3%)	8.7%	13.1%	14.8	4.0%	60%	69%			2.8	2.3	7.4	22.8%
	2022	2.0	4.4	6.0%	1.0	5.9%	3.2	18.8%	(17.5%)	(9.9%)	10.4%	14.2	5.4%	77%	68%			3.1	2.7	5.7	23.2%
	2023	1.5	4.5	4.0%	1.0	3.9%	3.3	12.7%	(13.2%)	(10.8%)	7.4%	18.8	7.0%	131%	71%			3.9	3.2	3.8	24.5%

In late 2007, we announced the decision to divest seven businesses. Income statements and balance sheets for 2005 through 2008 reflect those businesses as discontinued operations. In 2014, we divested the majority of the Store Fixtures business. Income statements for 2009 through 2014 reflect that business as discontinued operations, but balance sheets have not been adjusted for this change. Therefore, turnover and returns for 2009-2014 are slightly understated.

"Adjusted Continuing Operations" also exclude unusual items from earnings to better reflect operating performance in each year. See Appendix - Non-GAAP Adjustments.

Current ratio = current assets / current liabilities

Inventory turnover = cost of goods sold (net sales - gross profit) / average inventory

Return on sales = net earnings / net sales

Asset turnover = net sales / average total assets

Return on assets = return on sales x asset turnover

Leverage = average total assets / average shareholders equity

Return on equity = return on assets x leverage

Total shareholder return = (dividends + change in stock price) / beginning stock price

Return on invested capital = EBIT - (1 * tax rate) / average (long-term debt + current debt + operating lease liabilities + current operating lease liabilities + shareholders equity - cash)

P/E multiple = market price per share on Dec. 31 / trailing 12 month earnings per share

Dividend yield = dividend per share / market price per share on Dec. 31

Payout ratio to common = dividend per share / average earnings per share

Total liab to assets = total liab / total assets; liab = CL + LT Debt + Op Lease Liab + Other Liab + Def Tax

Debt to total capital = total debt (long-term debt + current debt) / total capital (long-term debt + current debt + operating lease liabilities + current operating lease liabilities + other liabilities & deferred taxes + shareholders equity)

Net Debt to Net Capital = (total debt - cash) / (total capital - cash)

Debt to EBITDA = total debt / EBITDA

Net Debt to EBITDA = (total debt - cash) / EBITDA

Times interest earned = income before interest expense & taxes / net interest expense

¹ Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO. 2015 - 2020 financial data has been adjusted to apply the effects of the change.

Foreign Sales Data

Dollars in millions

The Company's operations outside of the United States are principally in Europe, China, Canada, and Mexico. The sales information below is compiled based on the areas we have operations, primarily manufacturing locations.

					Continu	uing Ope	rations					2013-2023
Year ended Dec. 31	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014 ¹	2013 ¹	CAGR
External Sales												
United States	2,877	3,349	3,271	2,846	3,133	2,682	2,488	2,467	2,704	2,599	2,450	1.6%
% U.S.	60.9%	65.1%	64.5%	66.5%	65.9%	62.8%	63.1%	65.8%	69.0%	68.7%	70.5%	
Canada and Mexico	529	542	538	477	569	473	414	348	320	297	271	6.9%
Europe	715	625	589	421	509	526	475	445	427	423	352	7.4%
China	465	502	559	442	450	495	482	420	392	390	336	3.3%
Other Foreign	139	129	116	95	93	95	86	69	74	74	69	7.3%
Subtotal - Foreign	1,848	1,797	1,802	1,434	1,620	1,588	1,456	1,283	1,214	1,183	1,027	
% Foreign	39.1%	34.9%	35.5%	33.5%	34.1%	37.2%	36.9%	34.2%	31.0%	31.3%	29.5%	
Total	4,725	5,147	5,073	4,280	4,753	4,270	3,944	3,750	3,917	3,782	3,477	3.1%
New Countries Entered		Germany	Ireland						Poland		France	

¹ Sales for 2013-2014 reflect Store Fixtures as discontinued operations.

Income	1Q07	<u>2Q07</u>	3Q07	4Q07	2007	1Q08	2Q08	3Q08	4Q08	2008	1Q09	<u>2Q09</u>	3Q09	4Q09	2009	<u>1Q10</u>	<u>2Q10</u>	<u>3Q10</u>	4Q10	2010
Net Trade Sales COGS Gross Profit % SGA Oper Income	1048 <u>851</u> 197 18.8% <u>100</u> 96	1071 <u>864</u> 207 19.3% <u>113</u> 94	1092 <u>877</u> 216 19.7% <u>106</u> 110	1040 <u>863</u> 177 17.0% <u>110</u> 67	4250 <u>3454</u> 796 18.7% <u>430</u> 366	998 <u>821</u> 177 17.7% <u>104</u> 73	1063 <u>867</u> 196 18.5% <u>108</u> 89	1132 <u>925</u> 207 18.3% <u>106</u> 102	883 <u>772</u> 111 12.5% <u>106</u> 4	4076 3385 691 17.0% 423 268	718 <u>593</u> 125 17.4% <u>102</u> 23	757 <u>610</u> 147 19.4% <u>89</u> 58	810 623 187 23.1% 85 103	770 600 170 22.1% 87 83	3055 <u>2425</u> 630 20.6% <u>363</u> 267	816 <u>651</u> 166 <i>20.3%</i> <u>92</u> 73	874 695 180 20.6% 89 91	867 698 169 19.5% 88 81	802 <u>660</u> 142 17.6% <u>86</u> 56	3359 <u>2704</u> 655 19.5% <u>354</u> 301
Amortization Other EBIT % Interest Expense Interest Income Earnings Before Taxes Taxes Net Earnings - Continuing	5 (<u>2)</u> 93 8.8% 14 <u>2</u> 81 <u>24</u> 57	6 (1) 88 8.3% 14 2 76 18 58	5 (<u>2)</u> 107 9.8% 15 <u>3</u> 94 <u>29</u> 66	7 151 (91) (8.8%) 16 3 (103) 12 (116)	23 146 197 4.6% 59 10 147 82 65	6 (3) 70 7.0% 13 <u>2</u> 59 <u>19</u> 40	6 82 7.8% 13 <u>2</u> 71 <u>26</u> 45	6 (1) 96 8.5% 12 2 87 37 50	6 15 (17) (1.9%) 10 2 (25) (17) (8)	25 11 232 5.7% 48 9 193 65 128	4 18 2.5% 9 2 10 7 3	6 12 41 5.4% 9 1 33 14 19	6 2 95 11.7% 9 1 87 31 56	5 1 77 10.0% 10 2 69 26 43	21 16 230 7.5% 37 <u>6</u> 198 <u>77</u> 121	5 (<u>9)</u> 77 9.5% 9 <u>1</u> 69 <u>22</u> 48	5 1 85 9.7% 9 <u>1</u> 77 <u>24</u> 54	5 1 76 8.7% 9 2 68 18 50	5 50 6.2% 10 1 41 9 33	20 (<u>7)</u> 288 8.6% 38 <u>5</u> 256 <u>72</u> 184
Discontinued Operations, net of tax Net Earnings Less: Non-controlling Interest Net Earnings Attributable to Leggett %	19 77 1 76 7.2%	4 62 2 60 5.6%	6.0%	(95) (211) 2 (213) (20.4%)	(71) (6) <u>6</u> (11) (0.3%)	4 45 1 43 4.3%	3 48 2 46 4.4%	(16) 34 1 33 2.9%	(10) (17) 1 (18) (2.0%)	(19) 109 <u>5</u> 104 2.6 %	(0) 3 (0) 3 0.5%	0 19 (0) 19 2.6%	(1) 56 1 54 6.7%	(5) 37 <u>2</u> 35 4.6 %	(6) 115 3 112 3.7%	(1) 47 2 45 5.5%	1 54 1 53 6.0%	(1) 49 2 47 5.5%	(0) 33 <u>1</u> 31 3.9%	(1) 183 <u>6</u> 177 5.3%
Depreciation Amortization EBITDA	28 5 126	30 6 125	30 5 142	31 7 (53)	120 23 340	29 6 105	30 6 119	28 6 131	29 6 18	116 25 373	27 4 49	28 6 74	27 6 128	28 5 110	110 21 361	27 5 109	24 5 114	25 5 106	27 5 82	103 20 411
Earnings (Loss) Per Share From Continuing Operations From Discontinued Operations Net Earnings (Loss) Per Share	\$0.31 \$0.10 \$0.41	\$0.31 \$0.02 \$0.33	\$0.36 \$0.01 \$0.37	(\$0.67) (\$0.54) (\$1.21)	\$0.33 (\$0.39) (\$0.06)	\$0.23 \$0.02 \$0.25	\$0.25 \$0.02 \$0.27	\$0.29 (\$0.09) \$0.20	(\$0.05) (\$0.06) (\$0.11)	\$0.73 (\$0.11) \$0.62	\$0.02 (\$0.00) \$0.02	\$0.12 \$0.00 \$0.12	\$0.34 (\$0.00) \$0.34	\$0.26 (\$0.03) \$0.23	\$0.74 (\$0.04) \$0.70	\$0.30 (\$0.00) \$0.29	\$0.34 \$0.00 \$0.34	\$0.31 (\$0.00) \$0.31	\$0.21 (\$0.00) \$0.21	\$1.16 (\$0.01) \$1.15
Diluted Shares Dividends	184 \$0.17	183 \$0.18	177 \$0.18	175 \$0.25	180 \$0.78	173 \$0.25	172 \$0.25	166 \$0.25	162 \$0.25	168 \$1.00	161 \$0.25	162 \$0.25	161 \$0.26	156 \$0.26	160 \$1.02	154 \$0.26	154 \$0.26	153 \$0.27	152 \$0.27	153 \$1.06
Cash Flow Info Cash from Operations Adds to PPE Acquisitions (net of cash) Dividends paid	149 44 83 31	93 27 1 31	194 37 2 32	178 40 26 31	614 149 111 125	53 33 1 43	73 32 1 43	77 26 8 42	233 28 1 37	436 118 10 165	115 22 0 39	174 30 0 39	142 14 3 39	135 18 0 40	565 83 3 157	51 14 0 39	67 17 0 39	91 19 0 38	154 19 5 40	363 68 5 155
Balance Sheet Cash & Equivalents Receivables Inventory Other Current Current Assets Net Fixed Assets Goodwill & Other Total Assets	1				205 630 591 105 1531 727 1237 3496	188 666 599 <u>96</u> 1550 736 <u>1239</u> 3526	203 684 669 101 1657 740 1257 3653	211 721 645 <u>74</u> 1652 722 <u>1250</u> 3624	165 551 495 <u>66</u> 1276 681 <u>1144</u> 3101	165 551 495 <u>66</u> 1276 681 <u>1144</u> 3101	160 493 453 <u>70</u> 1176 671 <u>1118</u> 2965	222 493 411 <u>69</u> 1195 686 <u>1131</u> 3012	222 549 397 <u>65</u> 1232 664 <u>1138</u> 3035	261 470 409 <u>58</u> 1197 669 <u>1152</u> 3018	261 470 409 <u>58</u> 1197 669 <u>1152</u> 3018	247 524 439 <u>53</u> 1263 641 <u>1143</u> 3047	244 537 452 <u>56</u> 1288 625 <u>1120</u> 3033	277 547 449 <u>36</u> 1308 621 <u>1125</u> 3055	245 479 435 <u>60</u> 1219 624 <u>1158</u> 3001	245 479 435 <u>60</u> 1219 624 <u>1158</u> 3001
Accounts Payable Current Portion LTD Current Operating Lease Lightities					225 89	242 74	279 11	271 17	175 22	175 22	160 17	186 17	209 2	199 10	199 10	241 10	257 10	232 10	226 2	226 2
Current Operating Lease Liabilities Other Current Current Liabilities LTD Operating Lease Liabilities					408 722 1001	383 699 1096	389 679 1228	382 670 998	319 517 851	319 517 851	306 483 793	293 497 773	324 535 772	322 532 789	322 532 789	313 563 822	300 567 855	308 550 834	294 523 762	294 523 762
Def Tax & Other Shareholders' Equity Capitalization Total Liab. & Equity					139 <u>1635</u> 2774 3496	147 1584 2827 3526	164 1582 2974 3653	147 1808 2954 3624	134 <u>1599</u> 2584 3101	134 <u>1599</u> 2584 3101	117 1572 2482 2965	129 1614 2515 3012	155 <u>1572</u> 2500 3035	161 <u>1535</u> 2486 3018	161 <u>1535</u> 2486 3018	162 1499 2484 3047	165 <u>1447</u> 2467 3033	180 1491 2505 3055	191 <u>1524</u> 2478 3001	191 <u>1524</u> 2478 3001

Income	<u>1Q11</u>	<u>2Q11</u>	<u>3Q11</u>	<u>4Q11</u>	<u>2011</u>	1Q12 ¹	2Q12 ¹	3Q12 ¹	4Q121	2012'	1Q13 ¹	2Q13 ¹	3Q13 ¹	4Q13 ¹	2013'	1Q14 ¹	2Q14 ¹	3Q14 ¹	4Q14 ¹	<u>2014</u> ¹
Net Trade Sales COGS Gross Profit % SGA Oper Income	896	945	941	854	3636	876	867	863	809	3415	861	880	878	859	3477	876	956	997	953	3782
	<u>726</u>	<u>763</u>	<u>771</u>	<u>711</u>	<u>2971</u>	<u>708</u>	692	<u>684</u>	<u>636</u>	<u>2719</u>	681	<u>694</u>	698	<u>694</u>	<u>2767</u>	699	<u>755</u>	<u>788</u>	<u>750</u>	2992
	170	182	170	143	665	168	176	179	173	696	180	185	180	165	710	177	201	209	204	790
	19.0%	19.2%	18.1%	16.7%	18.3%	19.2%	20.3%	20.8%	21.3%	20.4%	20.9%	21.1%	20.5%	19.2%	20.4%	20.2%	21.0%	21.0%	21.4%	20.9%
	<u>96</u>	<u>98</u>	<u>94</u>	<u>94</u>	<u>382</u>	<u>90</u>	84	<u>87</u>	<u>88</u>	<u>348</u>	99	<u>92</u>	85	<u>91</u>	<u>368</u>	92	<u>94</u>	<u>131</u>	<u>132</u>	450
	74	84	77	49	283	78	92	93	85	348	81	93	94	74	342	85	107	78	72	341
Amortization Other EBIT % Interest Expense Interest Income Earnings Before Taxes Taxes	5 (<u>5</u>) 74 8.3% 10 <u>2</u> 66 <u>20</u>	5 (0) 79 8.4% 9 2 72 17	5 <u>0</u> 72 7.6% 10 <u>1</u> 63 <u>18</u>	4 31 13 1.5% 10 2 5 (5)	19 <u>27</u> 238 6.5% 38 <u>7</u> 206 <u>50</u>	6 72 8.2% 10 <u>2</u> 64 <u>20</u>	6 (1) 86 9.9% 10 2 78 20	6 (1) 88 10.2% 11 2 78 27	6 (1) 79 9.8% 13 <u>2</u> 68 (11)	25 (<u>2)</u> 324 9.5% 43 <u>7</u> 288 <u>56</u>	6 (<u>4)</u> 79 9.1% 13 3 68 19	5 (3) 92 10.4% 11 2 82 23	5 (11) 99 11.3% 11 2 91 24	9 60 5 0.6% 10 2 (4) (14)	25 42 275 7.9% 45 8 238 51	5 (6) 86 9.8% 10 1 77 21	5 (0) 102 10.7% 10 1 93 24	5 (3) 75 7.6% 10 2 67 13	5 (2) 68 7.1% 11 2 59 <u>13</u>	20 (10) 332 8.8% 42 <u>6</u> 296 70
Net Earnings - Continuing Discontinued Operations, net of tax Net Earnings Less: Non-controlling Interest Net Earnings Attributable to Leggett %	46 0 46 1 45	56 0 56 1 55	45 0 45 0 45 4.8%	9 <u>0</u> 9 <u>1</u> 9	156 0 156 3 153	44 1 45 1 44 5.0%	58 <u>7</u> 65 <u>1</u> 65 7.5%	51 16 67 1 66	79 (<u>5</u>) 74 <u>1</u> 73	232 19 251 2 248 7.3%	50 (<u>0)</u> 50 <u>0</u> 49 5.7%	60 12 72 1 71 8.1%	67 6 72 1 71 8.1%	11 (4) 6 1 6	186 13 200 2 197 5.7%	56 (2) 54 1 53	70 (<u>93)</u> (23) <u>1</u> (24)	53 (<u>4)</u> 49 <u>1</u> 48	46 (25) 22 1 21 2.2%	225 (124) 101 3 98 2.6%
Depreciation Amortization EBITDA	25	25	23	24	98	22	21	23	21	86	23	23	22	23	91	24	25	24	25	98
	5	5	5	4	19	6	6	6	6	25	6	5	5	9	25	5	5	5	5	20
	104	109	100	42	355	100	113	117	106	436	107	119	127	38	391	115	132	104	98	449
Earnings (Loss) Per Share From Continuing Operations From Discontinued Operations Net Earnings (Loss) Per Share Diluted Shares	\$0.30	\$0.37	\$0.31	\$0.06	\$1.04	\$0.30	\$0.40	\$0.34	\$0.53	\$1.57	\$0.33	\$0.40	\$0.45	\$0.07	\$1.25	\$0.38	\$0.48	\$0.37	\$0.32	\$1.55
	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.05	\$0.11	(\$0.03)	\$0.13	(\$0.00)	\$0.08	\$0.04	(\$0.03)	\$0.09	(\$0.02)	(\$0.65)	(\$0.03)	(\$0.18)	(\$0.87)
	\$0.30	\$0.37	\$0.31	\$0.06	\$1.04	\$0.30	\$0.45	\$0.45	\$0.50	\$1.70	\$0.33	\$0.48	\$0.49	\$0.04	\$1.34	\$0.37	(\$0.17)	\$0.34	\$0.14	\$0.68
Dividends Cash Flow Info	\$0.27	\$0.27	\$0.28	\$0.28	\$1.10	\$0.28	\$0.28	\$0.29	\$0.29	\$1.14	\$0.29	\$0.29	\$0.30	\$0.30	\$1.18	\$0.30	\$0.30	\$0.31	\$0.31	\$1.22
Cash from Operations Adds to PPE Acquisitions (net of cash) Dividends paid	47	54	101	127	329	65	81	95	209	450	24	99	116	178	417	(20)	103	132	166	382
	17	21	19	18	75	18	20	16	18	71	20	22	18	21	81	15	23	25	31	94
	1	4	2	0	7	189	1	1	21	212	0	10	16	1	28	2	49	19	0	70
	40	39	38	39	156	39	39	39	82	200	0	41	41	42	125	42	42	41	43	168
Balance Sheet Cash & Equivalents Receivables Inventory Other Current Current Assets Net Fixed Assets Goodwill & Other Total Assets	195	203	219	236	236	261	271	265	359	359	449	280	299	273	273	269	304	243	333	333
	576	568	577	504	504	572	558	590	446	446	529	553	575	467	467	574	603	584	523	523
	462	507	457	441	441	473	518	471	489	489	503	510	489	496	496	520	527	477	482	482
	<u>57</u>	<u>40</u>	39	<u>43</u>	<u>43</u>	44	<u>54</u>	<u>53</u>	<u>45</u>	<u>45</u>	<u>44</u>	44	<u>45</u>	46	<u>46</u>	<u>48</u>	<u>55</u>	<u>131</u>	<u>92</u>	<u>92</u>
	1290	1318	1291	1224	1224	1350	1400	1379	1339	1339	1525	1387	1408	1282	1282	1410	1490	1435	1430	1430
	616	618	601	581	581	592	581	575	573	573	567	562	580	575	575	564	583	547	559	559
	<u>1160</u>	<u>1159</u>	1130	<u>1111</u>	<u>1111</u>	1270	<u>1259</u>	<u>1292</u>	<u>1343</u>	<u>1343</u>	1336	1329	<u>1317</u>	1252	<u>1252</u>	1247	<u>1171</u>	<u>1203</u>	<u>1152</u>	<u>1152</u>
	3067	3095	3022	2915	2915	3213	3240	3246	3255	3255	3428	3279	3305	3108	3108	3222	3243	3185	3141	3140.5
Accounts Payable Current Portion LTD Current Operating Lease Liabilties	302 2	282 2	274 2	257 3	257 3	298 3	320 202	292 202	285 202	285 202	320 201	338 2	326 1	339 181	339 181	350 181	377 181	357 382	370 202	370 202
Other Current Current Liabilities LTD Operating Lease Liabilities	282	293	328	327	327	325	359	302	244	244	271	291	312	309	309	302	307	406	421	421
	586	578	604	586	586	626	881	796	731	731	793	631	639	830	830	834	865	1144	992	992
	822	857	897	833	833	1047	821	860	854	854	954	974	958	688	688	811	926	619	767	767
Def Tax & Other	202	206	183	188	188	197	191	189	228	228	242	240	245	191	191	206	190	193	227	227
Shareholders' Equity	1458	1455	1338	<u>1308</u>	<u>1308</u>	<u>1343</u>	<u>1347</u>	1401	1442	1442	1440	1434	1464	<u>1399</u>	<u>1399</u>	1371	1262	1229	1155	1155
Capitalization	2481	2517	2418	2329	2329	2587	2359	2450	2524	2524	2635	2648	2666	2279	2279	2388	2379	2040	2148	2148
Total Liab. & Equity	3067	3095	3022	2915	2915	3213	3240	3246	3255	3255	3428	3279	3305	3108	3108	3222	3243	3185	3141	3141

¹ Quarterly Income Statements for 2012 through 2014 reflect Store Fixtures as discontinued operations.

	1Q15 ²	2Q15 ²	3Q15 ²	4Q15 ²	<u>2015</u> ²	1Q16 ²	2Q16 ²	3Q16 ²	4Q16 ²	<u>2016</u> ²	1Q17 ²	2Q17 ²	3Q17 ²	4Q17 ²	<u>2017</u> ²	1Q18 ²	2Q18 ²	3Q18 ²	4Q18 ²	<u>2018</u> ²
Income Net Trade Sales COGS Gross Profit % SGA Oper Income	966.2 <u>753.4</u> 212.8 22.0% <u>97.5</u> 115.3	997 <u>773</u> 225 22.5% <u>107</u> 118	1009 <u>782</u> 227 22.5% <u>97</u> 130	945 <u>732</u> 212 22.5% <u>116</u> 97	3917 3040 877 22.4% 417 460	938 <u>705</u> 233 24.9% <u>105</u> 128	959 <u>718</u> 241 25.1% <u>100</u> 141	949 <u>726</u> 223 23.5% <u>94</u> 129	904 687 217 24.0% 97 120	3750 <u>2837</u> 913 24.4% <u>396</u> 518	960 <u>734</u> 227 23.6% <u>106</u> 120	989 <u>757</u> 232 23.5% <u>105</u> 128	1010 <u>787</u> 223 22.1% <u>95</u> 128	985 <u>770</u> 215 21.8% <u>94</u> 120	3944 <u>3047</u> 897 22.7% <u>401</u> 496	1029 <u>806</u> 223 21.7% <u>105</u> 119	1102 <u>859</u> 243 22.1% <u>108</u> 136	1092 <u>859</u> 232 21.3% <u>101</u> 132	1047 <u>834</u> 213 20.3% <u>112</u> 101	4270 3357 912 21.4% 425 487
Amortization Other EBIT % Interest Expense Interest Income Earnings Before Taxes Taxes Net Earnings - Continuing Discontinued Operations, net of tax Net Earnings Less: Non-controlling Interest	5 3 107 11.0% 11 1 97 27 70 (1) 70 1	5 (0) 113 11.3% 11 103 30 73 2 75	5 (3) 128 12.6% 10 118 31 88 (0) 87 1	5 89 9.4% 9 1 81 15 66 0 66 1	21 3 436 11.1% 41 49 399 103 297 1 298 4	5 (4) 127 13.5% 9 1 118 28 91 0 91 2	5 (19) 155 16.2% 10 146 41 105 20 125 (1)	5 (2) 126 13.2% 10 117 26 91 0 91	5 (14) 128 14.2% 9 1 120 31 89 (1) 88 0	20 (38) 536 14.3% 39 4 501 125 376 19 395 0	5 (<u>0</u>) 116 12.0% 11 2 107 21 86 0 86	5 (1) 124 12.5% 10 2 115 27 89 0 89	6 116 11.5% 10 2 108 20 88 (1) 87	5 (11) 127 12.8% 12 2 117 71 46 0 46 0	21 (7) 482 12.2% 44 8 446 138 308 (1) 307 0	5 0 113 11.0% 14 2 101 19 82 0 82 0	5 (3) 134 12.1% 16 2 120 26 94 0 94 0	5 (3) 130 11.9% 13 2 119 25 94 0 94 0	5 12 84 8.0% 17 2 68 15 53 0 53	21 6 460 10.8% 61 8 408 84 324 0 324 0
Net Earnings Attributable to Leggett %	7.1%	7 <u>4</u>	87 8.6%	65 6.9%	294 7.5%	89 9.5%	127 13.2%	90 9.5%	88 9.7%	394 10.5%	9.0%	89 9.0%	87 8.6%	46 4.6%	307 7.8%	82 8.0%	9 4 8.6%	9 4 8.6%	53 5.1%	323 7.6%
Depreciation Amortization EBITDA	23 7 136	19 8 140	21 8 156	21 7 117	7.5% 84 30 549	9.5% 21 7 155	22 7 184	9.5% 22 7 155	9.7 % 22 7 157	87 29 651	23 8 146	25 7 156	24 9 148	24 7 158	95 31 608	26 8 147	26 8 167	26 8 163	27 8 119	104 32 596
Earnings (Loss) Per Share From Continuing Operations From Discontinued Operations Net Earnings (Loss) Per Share	\$0.48 (\$0.00) \$0.48	\$0.50 \$0.01 \$0.51	\$0.61 (\$0.00) \$0.61	\$0.46 \$0.00 \$0.46	\$2.05 \$0.01 \$2.06	\$0.63 \$0.00 \$0.63	\$0.76 \$0.15 \$0.90	\$0.65 \$0.00 \$0.65	\$0.64 (\$0.01) \$0.63	\$2.68 \$0.14 \$2.82	\$0.62 \$0.00 \$0.62	\$0.64 \$0.00 \$0.64	\$0.65 (\$0.01) \$0.64	\$0.34 \$0.00 \$0.34	\$2.25 (\$0.01) \$2.24	\$0.60 \$0.00 \$0.60	\$0.70 \$0.00 \$0.70	\$0.70 \$0.00 \$0.70	\$0.39 \$0.00 \$0.39	\$2.39 \$0.00 \$2.39
Diluted Shares Dividends	144 \$0.31	143 \$0.31	143 \$0.32	142 \$0.32	143 \$1.26	141 \$0.32	140 \$0.34	139 \$0.34	139 \$0.34	140 \$1.34	138 \$0.34	137 \$0.36	137 \$0.36	137 \$0.36	137 \$1.42	136 \$0.36	135 \$0.38	135 \$0.38	135 \$0.38	135 \$1.50
Cash Flow Info Cash from Operations Adds to PE Acquisitions (net of cash) Dividends paid	32 22 12 43	95 30 (1) 43	130 27 0 43	102 25 0 44	359 103 11 172	111 28 16 44	151 30 1 43	124 25 11 46	167 41 2 45	553 124 30 177	58 34 38 45	98 45 1 45	105 40 0 48	182 40 0 48	444 159 39 186	44 40 86 48	81 41 4 47	127 41 18 49	189 37 1 50	440 160 109 194
Cash & Equivalents Receivables Inventory Other Current Current Assets Net Fixed Assets Goodwill & Other Total Assets					253 520 519 <u>33</u> 1325 541 <u>1112</u> 2978					282 487 547 3 <u>7</u> 1353 566 1094 3012					526 595 613 <u>74</u> 1809 664 <u>1120</u> 3593					268 572 700 <u>51</u> 1590 729 <u>1129</u> 3448
Accounts Payable Current Portion LTD Current Operating Lease Liabilties Other Current					307 3 <u>391</u>					351 4 <u>352</u>					430 154 <u>392</u>					465 1 349
Current Liabilities LTD Operating Lease Liabilities Def Tax & Other					701 942 229					707 956 238					976 1098 297					816 1168 257
Shareholders' Equity Capitalization Total Liab. & Equity					1106 2277 2978					1111 2305 3012					1222 2617 3593					1206 2631 3447

² Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO. 2015 - 2020 financial data has been adjusted to apply the effects of the change.

	1Q19 ²	2Q19 ²	3Q19 ^z	4Q19 ²	2019 °	1Q20 ²	2Q20 ²	3Q20 ²	4Q20 ²	2020 °	1Q21	2Q21	3Q21	4Q21	2021	1Q22	2Q22	3Q22	4Q22	2022
Income																				
Net Trade Sales	1155	1213	1239	1145	4753	1046	845	1208	1182	4280	1151	1270	1319	1333	5073	1322	1334	1294	1196	5147
COGS	<u>921</u>	953	970	<u>885</u>	<u>3729</u>	<u>825</u>	<u>699</u>	938	<u>915</u>	<u>3376</u>	903	1000	<u>1063</u>	<u>1068</u>	<u>4034</u>	<u>1055</u>	<u>1066</u>	<u>1064</u>	<u>985</u>	<u>4170</u>
Gross Profit	234	260	270	260	1024	221	147	270	267	904	248	269	256	265	1038	267	268	231	211	977
%	20.3%	21.4%	21.8%	22.7%	21.5%	21.1%	17.3%	22.3%	22.6%	21.1%	21.5%	21.2%	19.4%	19.9%	20.5%	20.2%	20.1%	17.8%	17.6%	19.0%
SGA	<u>119</u>	<u>118</u>	<u>115</u>	<u>118</u>	<u>470</u>	<u>118</u>	97	<u>106</u>	<u>104</u>	424	106	113	104	<u>100</u>	422	<u>112</u>	105	100	110	427
Oper Income	116	142	154	143	554	103	49	164	163	480	141	157	153	166	616	156	163	130	101	549
Amortization	14	17	16	16	63	16	16	16	16	65	16	18	18	16	68	17	16	17	17	67
Other	<u>2</u>	(2)	(0)	<u>4</u>	<u>4</u>	8	10	(2)	(9)	<u>7</u>	(2)	(33)	(10)	(2)	(47)	<u>1</u>	<u>4</u>	0	(7)	(2)
EBIT	99	127	138	123	487	79	23	150	156	408	128	172	144	152	596	138	143	113	91	485
%	8.6%	10.4%	11.2%	10.7%	10.2%	7.5%	2.7%	12.4%	13.2%	9.5%	11.1%	13.5%	10.9%	11.4%	11.7%	10.4%	10.7%	8.7%	7.6%	9.4%
Interest Expense	21	25	23	22	91	21	21	21	20	83	19	20	19	19	77	21	21	21	23	86
Interest Income	<u>1</u>	3	2	2	7	<u>1</u>	1	1	<u>1</u>	3	<u>1</u>	<u>1</u>	<u>1</u>	0	3	1	<u>1</u>	<u>1</u>	<u>1</u>	4
Earnings Before Taxes	79	105	117	103	404	59	2	130	137	328	109	153	126	134	522	118	123	94	69	404
Taxes	<u>17</u>	25	22	<u>25</u>	89	<u>15</u>	8	23	29	<u>75</u>	22	<u>41</u>	29	28	120	28	28	22	16	94
Net Earnings - Continuing	62	79	95	78	314	44	(6)	107	108	253	88	112	97	106	403	90	95	72	53	310
Discontinued Operations, net of tax	0	0	0	0	<u>0</u>	0	0	0	0	0	0	0	<u>0</u>	0	0	0	0	0	0	0
Net Earnings	62	79	95	78	314	44	(6)	107	108	253	88	112	97	106	403	90	95	72	53	310
Less: Non-controlling Interest	(0)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Earnings Attributable to Leggett	62	79	95	78	314	44	(6)	107	108	253	88	112	97	106	402	90	95	71	53	310
%	5.4%	6.5%	7.7%	6.8%	6.6%	4.2%	-0.7%	8.9%	9.1%	5.9%	7.6%	8.8%	7.4%	7.9%	7.9%	6.8%	7.1%	5.5%	4.4%	6.0%
Depreciation	29	29	30	30	118	30	29	30	31	119	29	29	29	29	117	28	28	27	27	110
Amortization	17	21	19	18	74	17	17	17	18	70	17	19	18	17	71	18	17	17	18	70
EBITDA	146	177	187	170	679	126	69	197	204	597	174	220	191	199	783	183	188	157	137	665
EBITOA	170		107	170	0/3	120	- 00	137	204	337	17.4	220	131	100	700	100	100	101	107	000
Earnings (Loss) Per Share																				
From Continuing Operations	\$0.46	\$0.59	\$0.70	\$0.57	\$2.32	\$0.33	(\$0.05)	\$0.79	\$0.79	\$1.86	\$0.64	\$0.82	\$0.71	\$0.77	\$2.94	\$0.66	\$0.70	\$0.52	\$0.39	\$2.27
From Discontinued Operations	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Net Earnings (Loss) Per Share	\$0.46	\$0.59	\$0.70	\$0.57	\$2.32	\$0.33	(\$0.05)	\$0.79	\$0.79	\$1.86	\$0.64	\$0.82	\$0.71	\$0.77	\$2.94	\$0.66	\$0.70	\$0.52	\$0.39	\$2.27
Diluted Shares	135	135	135	136	135	136	136	136	136	136	136	137	137	137	137	137	137	136	136	137
Dividends	\$0.38	\$0.40	\$0.40	\$0.40	\$1.58	\$0.40	\$0.40	\$0.40	\$0.40	\$1.60	\$0.40	\$0.42	\$0.42	\$0.42	\$1.66	\$0.42	\$0.44	\$0.44	\$0.44	\$1.74
Dividends	ψ0.30	ψ0.40	ψ0.40	ψ0.40	ψ1.50	ψ0.40	ψ0.40	ψ0.40	ψ0.40	Ψ1.00	ψ0.40	ψ0.42	ψ0.42	ψ0.42	ψ1.00	Ψ0.42	ψ0.44	ψ0.44	ψ0.44	ψ1.74
Cash Flow Info																				
Cash from Operations	31	172	213	251	668	10	112	261	219	603	(11)	41	50	191	271	39	90	66	247	441
Adds to PPE	32	39	33	40	143	24	19	9	14	66	24	25	27	31	107	19	22	25	35	100
Acquisitions (net of cash)	1244	0	0	21	1265	0	0	0	0	0	27	125	0	0	153	0	0	63	21	83
Dividends paid	50	50	53	53	205	53	53	53	53	212	53	53	56	56	218	56	56	59	58	229
Balance Sheet																				
Cash & Equivalents	263	290	242	248	248	506	209	245	349	349	334	232	235	362	362	327	270	226	317	317
Receivables	665	700	677	592	592	568	577	642	564	564	603	705	699	652	652	705	723	730	675	675
Inventory	744	714	687	676	676	692	611	625	692	692	802	893	970	993	993	1046	1027	976	908	908
Other Current	<u>54</u>	<u>56</u>	<u>50</u>	<u>62</u>	<u>62</u>	<u>53</u>	<u>50</u>	<u>46</u>	<u>54</u>	<u>54</u>	<u>51</u>	<u>65</u>	80	<u>59</u>	<u>59</u>	<u>60</u>	<u>72</u>	<u>69</u>	<u>59</u>	<u>59</u>
Current Assets	1726	1760	1656	1577	1577	1819	1447	1558	1658	1658	1789	1895	1984	2065	2065	2138	2092	2001	1958	1958
Net Fixed Assets	810	818	817	831	831	810	797	786	785	785	775	786	780	782	782	769	750	741	772	772
Goodwill & Other	<u>2485</u>	2481	2436	2448	<u>2448</u>	2391	2374	2360	2357	2357	2347	2469	<u>2471</u>	<u>2461</u>	<u>2461</u>	2435	2388	2433	<u>2456</u>	2456
Total Assets	5021	5059	4909	4855	4855	5019	4619	4704	4800	4800	4912	5150	5235	5307	5307	5342	5231	5175	5186	5186
Accounts Payable	431	453	467	463	463	429	361	494	552	552	536	612	607	614	614	622	602	513	518	518
Current Portion LTD	51	51	51	51	51	51	51	51	51	51	51	51	300	301	301	301	301	7	9	9
Current Operating Lease Liabilties	38	39	38	39	39	40	42	42	42	42	43	44	44	45	45	46	45	45	50	50
Other Current	346	358	364	374	374	335	321	360	361	361	366	400	387	377	377	382	383	400	391	391
Current Liabilities	867	900	921	928	928	855	776	947	1006	1006	996	1107	1338	1336	1336	1351	1331	965	968	968
LTD	2410	2364	2197	2067	2067	2415	2083	1909	1849	1849	1953	1975	1766	1790	1790	1803	1790	2134	2074	2074
Operating Lease Liabilities	119	131	119	122	122	118	129	125	122	122	115	127	149	153	153	150	150	151	154	154
Def Tax & Other	379	382	378	397	397	365	389	392	398	398	392	405	405	380	380	366	346	363	349	349
Shareholders' Equity	1245	1282	1294	1342	1342	1266	1242	1330	1425	1425	1456	1536	1578	1649	1649	1671	1615	1563	1641	1641
Capitalization	4154	4159	3988	3927	3927	4164	3843	3756	3794	3794	3916	4043	3897	3972	3972	3991	3899	4210	4218	4218
Total Liab. & Equity	5021	5059	4909	4855	4855	5019	4619	4704	4800	4800	4911	5150	5235	5307	5307	5342	5231	5175	5186	5186

	<u>1Q23</u>	2Q23	3Q23	4Q23	2023	<u>1Q24</u>	<u>2024</u>
Income					4705	400=	4007
Net Trade Sales COGS	1214 995	1221 1000	1175 961	1115 915	4725 3872	1097 911	1097 911
Gross Profit	219	221	214	200	854	186	186
%	18.0%	18.1%	18.2%	17.9%	18.1%	17.0%	17.0%
SGA	116	119	109	121	465	126	126
Oper Income	103	102	105	79	388	61	61
Amortization	17	17	18	17	69	5	5
Other	(4)	(11)	(4)	428	410	(7)	(7)
EBIT	89	96	91	(367)	(90)	63	63
%	7.4%	7.8%	7.8%	-32.9%	-1.9%	5.7%	5.7%
Interest Expense	22	23	22	21	88	22	22
Interest Income	<u>1</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>5</u>	1	<u>1</u>
Earnings Before Taxes	68	74 20	71 18	(386)	(173)	42	42 11
Taxes Net Earnings - Continuing	<u>15</u> 53	<u>20</u> 54	<u>10</u> 53	(89) (297)	(<u>37)</u> (137)	<u>11</u> 32	32
Discontinued Operations, net of tax	<u>0</u>	0	<u>0</u>	(237) <u>0</u>	(137) <u>0</u>	<u>0</u>	<u>0</u>
Net Earnings	53	54	53	(297)	(137)	32	32
Less: Non-controlling Interest	<u>0</u>	<u>0</u>	<u>0</u>	(<u>0)</u>	` <u>o</u> ´	<u>0</u>	<u>0</u>
Net Earnings Attributable to Leggett	53	54	53	(297)	(137)	32	32
%	4.4%	4.4%	4.5%	-26.7%	-2.9%	2.9%	2.9%
Depreciation	27	27	27	28	109	28	28
Amortization	18	18	18	17	71	5	5
EBITDA	135	140	136	(322)	90	96	96
Earnings (Loss) Per Share							
From Continuing Operations	\$0.39	\$0.40	\$0.39	(\$2.18)	(\$1.00)	\$0.23	\$0.23
From Discontinued Operations	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Net Earnings (Loss) Per Share	\$0.39	\$0.40	\$0.39	(\$2.18)	(\$1.00)	\$0.23	\$0.23
Diluted Shares	136	137	137	137	136	137	137
Dividends	\$0.44	\$0.46	\$0.46	\$0.46	\$1.82	\$0.46	\$0.46
Cash Flow Info							
Cash from Operations	97	111	144	146	497	(6)	(6)
Adds to PPE	38	31	22	23	114	26	26
Acquisitions (net of cash)	0	0	0	0	0	0	0
Dividends paid	58	59	61	61	239	61	61
Balance Sheet							
Cash & Equivalents	345	272	274	366	366	361	361
Receivables	718	703	711	637	637	635	635
Inventory	893	858	835	820	820	807	807
Other Current Current Assets	<u>59</u> 2015	<u>73</u> 1906	<u>66</u> 1886	<u>59</u> 1881	<u>59</u> 1881	<u>57</u> 1860	<u>57</u> 1860
Net Fixed Assets	787	789	777	781	781	772	772
Goodwill & Other	2469	2449	2415	1972	1972	1982	1982
Total Assets	5270	5144	5078	4635	4635	4615	4615
Accounts Payable	552	507	534	536	536	496	496
Current Portion LTD	9	8	9	308	308	304	304
Current Operating Lease Liabilties	55	56	56	57	57	58	58
Other Current	352	<u>384</u>	<u>410</u>	<u>361</u>	<u>361</u>	<u>331</u>	<u>331</u>
Current Liabilities	969	956	1009	1263	1263	1188	1188
LTD	2109	2016	1963	1680	1680	1773	1773
Operating Lease Liabilities Def Tax & Other	176 350	167 337	157 313	151 208	151 208	159 206	159 206
Shareholders' Equity	1667	1669	1636	1334	1334	1290	1290
Capitalization	4301	4189	4069	3372	3372	3427	3427
Total Liab. & Equity	5270	5144	5078	4635	4635	4615	4615
* *							

Incomo	1Q07	<u>2Q07</u>	3Q07	4Q07	2007	<u>1Q08</u>	2Q08	3Q08	4Q08	2008	1Q09	2Q09	3Q09	4Q09	2009	<u>1Q10</u>	<u>2Q10</u>	3Q10	4Q10	<u>2010</u>
Income Net Trade Sales COGS Gross Profit % SGA Oper Income	1048 <u>851</u> 197 18.8% <u>97</u> 99	1071 <u>864</u> 207 19.3% <u>110</u> 97	1092 <u>877</u> 216 19.7% <u>103</u> 113	1040 <u>858</u> 182 17.5% <u>107</u> 75	4250 <u>3449</u> 801 18.8% <u>418</u> 383	998 <u>821</u> 177 17.7% <u>104</u> 73	1063 <u>867</u> 196 18.5% <u>108</u> 89	1132 <u>922</u> 210 18.6% <u>106</u> 105	883 <u>763</u> 119 13.5% <u>99</u> 20	4076 3373 703 17.2% 416 287	718 <u>593</u> 125 17.4% <u>93</u> 32	757 610 147 19.4% 89 58	810 623 187 23.1% 85 103	770 600 170 22.1% 87 83	3055 <u>2425</u> 630 20.6% <u>355</u> 275	816 <u>651</u> 166 20.3% <u>92</u> 73	874 695 180 20.6% 89 91	867 698 169 19.5% 88 81	802 660 142 17.6% 86 56	3359 <u>2704</u> 655 19.5% <u>354</u> 301
Amortization Other EBIT % Interest Expense Interest Income Earnings Before Taxes Taxes Net Earnings-Continuing Less: Non-controlling Interest Net Earnings Attributable to Leggett	5 (2) 96 9.1% 14 2 84 25 59 1 58	6 (2) 92 8.6% 14 2 80 23 57 2 55	5 (2) 110 10.0% 15 3 97 31 67 1 65	7 (3) 71 6.8% 16 3 59 19 39 2 38	23 (9) 369 8.7% 59 10 319 97 222 6 216	6 (2) 69 6.9% 13 2 58 20 39 1 37	6 (2) 84 7.9% 13 2 73 24 49 2 47	6 (2) 101 8.9% 12 2 91 33 58 1 57	6 (2) 16 1.8% 10 2 8 3 5 1 5 0.5%	25 (8) 271 6.6% 48 9 231 80 151 5 146	4 1 26 3.7% 9 2 19 10 9 (0) 9	6.8% 9 143 17 26 (0) 26	6 2 95 11.7% 9 1 87 31 56 1 55	5 177 10.0% 10 2 69 20 49 2 47	21 5 249 8.2% 37 6 218 78 140 3 137 4.5%	5 (9) 77 9.5% 9 1 69 22 48 2 46	5 1 85 9.7% 9 1 77 24 54 1 52	5 1 76 8.7% 9 2 68 18 50 2 48	5 1 50 6.2% 10 1 41 9 33 1 32 3.9%	20 (7) 288 8.6% 38 5 256 72 184 6 177
Depreciation Amortization EBITDA	28 5 129	30 6 129	30 5 145	31 7 109	120 23 512	29 6 104	30 6 121	28 6 135	29 6 51	116 25 411	27 4 58	28 6 85	27 6 128	28 5 110	110 21 380	27 5 109	24 5 114	25 5 106	27 5 82	103 20 411
Earnings (Loss) Per Share From Continuing Operations	\$0.32	\$0.30	\$0.37	\$0.21	\$1.20	\$0.22	\$0.28	\$0.34	\$0.03	\$0.87	\$0.06	\$0.16	\$0.34	\$0.30	\$0.86	\$0.30	\$0.34	\$0.31	\$0.21	\$1.16
Diluted Shares Dividends	184 \$0.17	183 \$0.18	177 \$0.18	175 \$0.25	180 \$0.78	173 \$0.25	172 \$0.25	166 \$0.25	162 \$0.25	168 \$1.00	161 \$0.25	162 \$0.25	161 \$0.26	156 \$0.26	160 \$1.02	154 \$0.26	154 \$0.26	153 \$0.27	152 \$0.27	153 \$1.06
Cash Flow Info Cash from Operations Adds to PPE Acquisitions (net of cash) Dividends paid	149 44 83 31	93 27 1 31	194 37 2 32	178 40 26 31	614 149 111 125	53 33 1 43	73 32 1 43	77 26 8 42	233 28 1 37	436 118 10 165	115 22 0 39	174 30 0 39	142 14 3 39	135 18 0 40	565 83 3 157	51 14 0 39	67 17 0 39	91 19 0 38	154 19 5 40	363 68 5 155
Balance Sheet Cash & Equivalents Receivables Inventory Other Current Current Assets Net Fixed Assets Goodwill & Other Total Assets	I				205 630 591 105 1531 727 1237 3496	188 666 599 <u>96</u> 1550 736 <u>1239</u> 3526	203 684 669 101 1657 740 1257 3653	211 721 645 <u>74</u> 1652 722 1250 3624	165 551 495 <u>66</u> 1276 681 <u>1144</u> 3101	165 551 495 <u>66</u> 1276 681 <u>1144</u> 3101	160 493 453 <u>70</u> 1176 671 <u>1118</u> 2965	222 493 411 <u>69</u> 1195 686 <u>1131</u> 3012	222 549 397 <u>65</u> 1232 664 <u>1138</u> 3035	261 470 409 <u>58</u> 1197 669 <u>1152</u> 3018	261 470 409 <u>58</u> 1197 669 <u>1152</u> 3018	247 524 439 <u>53</u> 1263 641 <u>1143</u> 3047	244 537 452 <u>56</u> 1288 625 <u>1120</u> 3033	277 547 449 <u>36</u> 1308 621 <u>1125</u> 3055	245 479 435 <u>60</u> 1219 624 <u>1158</u> 3001	245 479 435 <u>60</u> 1219 624 <u>1158</u> 3001
Accounts Payable Current Portion LTD					225 89	242 74	279 11	271 17	175 22	175 22	160 17	186 17	209 2	199 10	199 10	241 10	257 10	232 10	226 2	226 2
Current Operating Lease Liabilities Other Current Current Liabilities LTD Operating Lease Liabilities					408 722 1001	383 699 1096	389 679 1228	382 670 998	319 517 851	<u>319</u> 517 851	306 483 793	293 497 773	324 535 772	322 532 789	322 532 789	313 563 822	300 567 855	308 550 834	294 523 762	294 523 762
Def Tax & Other Shareholders' Equity Capitalization Total Liab. & Equity					139 <u>1635</u> 2774 3496	147 <u>1584</u> 2827 3526	164 1582 2974 3653	147 1808 2954 3624	134 <u>1599</u> 2584 3101	134 <u>1599</u> 2584 3101	117 <u>1572</u> 2482 2965	129 1614 2515 3012	155 <u>1572</u> 2500 3035	161 <u>1535</u> 2486 3018	161 <u>1535</u> 2486 3018	162 <u>1499</u> 2484 3047	165 <u>1447</u> 2467 3033	180 <u>1491</u> 2505 3055	191 <u>1524</u> 2478 3001	191 <u>1524</u> 2478 3001

¹ Adjusted continuing operations exclude unusual items to better reflect operating performance in each year.

	<u>1Q11</u>	<u>2Q11</u>	<u>3Q11</u>	<u>4Q11</u>	<u>2011</u>	1Q12 ²	2Q12 ²	3Q12 ²	4Q12 ²	2012 ²	1Q13 ²	2Q13 ²	3Q13 ²	4Q13 ²	2013²	1Q14 ²	2Q14 ²	3Q14 ²	4Q14 ²	2014²
Income Net Trade Sales COGS Gross Profit % SGA Oper Income	896	945	941	854	3636	876	867	863	809	3415	861	880	878	859	3477	876	956	997	953	3782
	<u>726</u>	<u>763</u>	<u>771</u>	<u>709</u>	<u>2968</u>	<u>708</u>	692	<u>684</u>	<u>636</u>	<u>2719</u>	681	<u>694</u>	698	694	<u>2767</u>	<u>699</u>	<u>755</u>	<u>788</u>	750	<u>2992</u>
	170	182	170	146	668	168	176	179	173	696	180	185	180	165	710	177	201	209	204	790
	19.0%	19.2%	18.1%	17.0%	18.4%	19.2%	20.3%	20.8%	21.3%	20.4%	20.9%	21.1%	20.5%	19.2%	20.4%	20.2%	21.0%	21.0%	21.4%	20.9%
	<u>96</u>	<u>98</u>	<u>94</u>	<u>94</u>	<u>382</u>	<u>90</u>	<u>84</u>	<u>87</u>	<u>88</u>	<u>348</u>	99	<u>92</u>	85	91	<u>368</u>	<u>92</u>	<u>94</u>	<u>100</u>	110	<u>396</u>
	74	84	77	51	286	78	92	93	85	348	81	93	94	74	342	85	107	109	94	394
Amortization Other EBIT % Interest Expense Interest Income Earnings Before Taxes Taxes Net Earnings-Continuing	5	5	5	4	19	6	6	6	6	25	6	5	5	6	22	5	5	5	5	20
	(5)	(0)	0	(3)	(<u>7)</u>	<u>0</u>	(1)	(1)	(1)	(2)	(4)	(3)	(2)	(4)	(12)	(6)	(0)	(3)	(2)	(10)
	74	79	72	50	274	72	86	88	79	324	79	92	91	72	333	86	102	107	90	385
	8.3%	8.4%	7.6%	5.8%	7.5%	8.2%	9.9%	10.2%	9.8%	9.5%	9.1%	10.4%	10.3%	8.4%	9.6%	9.8%	10.7%	10.7%	9.5%	10.2%
	10	9	10	10	38	10	10	11	13	43	13	11	11	10	45	10	10	10	11	42
	2	2	1	2	<u>7</u>	<u>2</u>	2	<u>2</u>	2	7	<u>3</u>	2	2	<u>2</u>	8	1	1	2	2	6
	66	72	63	41	243	64	78	78	68	288	68	82	82	63	296	77	93	98	81	349
	20	17	18	9	<u>63</u>	<u>20</u>	20	<u>27</u>	16	83	<u>19</u>	23	24	<u>7</u>	73	21	24	25	22	91
	46	56	45	33	180	44	58	51	52	205	50	60	58	56	223	56	70	73	59	258
Less: Non-controlling Interest Net Earnings Attributable to Leggett	<u>1</u> 45	<u>1</u> 55	<u>0</u> 45	1 32	<u>3</u> 177	<u>1</u> 43	<u>1</u> 58	<u>1</u> 50	<u>1</u> 51	203	<u>0</u> 49	<u>1</u> 59	<u>1</u> 57	<u>1</u> 55	2 221	<u>1</u> 55	<u>1</u> 69	<u>1</u> 72	<u>1</u> 58	3 255
Depreciation Amortization EBITDA	5.0% 25 5 104	5.8% 25 5 109	4.8% 23 5 100	3.8% 24 4 78	4.9% 98 19 391	4.9% 22 6 100	6.6% 21 6 113	5.8% 23 6 117	6.4% 21 6 106	5.9% 86 25 436	5.7% 23 6 107	6.7% 23 5 119	6.5% 22 5 118	6.4% 23 9 104	6.3% 91 25 449	6.3% 24 5 115	7.2% 25 5 132	7.2% 24 5 136	6.1% 25 5 120	98 20 503
Earnings (Loss) Per Share From Continuing Operations	\$0.30	\$0.37	\$0.31	\$0.22	\$1.20	\$0.30	\$0.40	\$0.34	\$0.35	\$1.39	\$0.33	\$0.40	\$0.39	\$0.38	\$1.50	\$0.38	\$0.48	\$0.51	\$0.41	\$1.78
Diluted Shares	151	147	145	145	147	145	145	146	147	146	148	148	147	146	147	144	143	143	143	143
Dividends	\$0.27	\$0.27	\$0.28	\$0.28	\$1.10	\$0.28	\$0.28	\$0.29	\$0.29	\$1.14	\$0.29	\$0.29	\$0.30	\$0.30	\$1.18	\$0.30	\$0.30	\$0.31	\$0.31	\$1.22
Cash Flow Info Cash from Operations Adds to PPE Acquisitions (net of cash) Dividends paid	47	54	101	127	329	65	81	95	209	450	24	99	116	178	417	(20)	103	132	166	382
	17	21	19	18	75	18	20	16	18	71	20	22	18	21	81	15	23	25	31	94
	1	4	2	0	7	189	1	1	21	212	0	10	16	1	28	2	49	19	0	70
	40	39	38	39	156	39	39	39	82	200	0	41	41	42	125	42	42	41	43	168
Balance Sheet Cash & Equivalents Receivables Inventory Other Current Current Assets Net Fixed Assets Goodwill & Other Total Assets	195	203	219	236	236	261	271	265	359	359	449	280	299	273	273	269	304	243	333	333
	576	568	577	504	504	572	558	590	446	446	529	553	575	467	467	574	603	584	523	523
	462	507	457	441	441	473	518	471	489	489	503	510	489	496	496	520	527	477	482	482
	<u>57</u>	40	39	<u>43</u>	<u>43</u>	44	54	<u>53</u>	<u>45</u>	<u>45</u>	44	44	<u>45</u>	<u>46</u>	<u>46</u>	48	<u>55</u>	131	<u>92</u>	<u>92</u>
	1290	1318	1291	1224	1224	1350	1400	1379	1339	1339	1525	1387	1408	1282	1282	1410	1490	1435	1430	1430
	616	618	601	581	581	592	581	575	573	573	567	562	580	575	575	564	583	547	559	559
	1160	1159	1130	<u>1111</u>	<u>1111</u>	1270	1259	<u>1292</u>	1343	<u>1343</u>	1336	1329	<u>1317</u>	1252	1252	1247	<u>1171</u>	1203	1152	1152
	3067	3095	3022	2915	2915	3213	3240	3246	3255	3255	3428	3279	3305	3108	3108	3222	3243	3185	3141	3141
Accounts Payable Current Portion LTD	302	282	274	257	257	298	320	292	285	285	320	338	326	339	339	350	377	357	370	370
	2	2	2	3	3	3	202	202	202	202	201	2	1	181	181	181	181	382	202	202
Current Operating Lease Liabilities Other Current Current Liabilities LTD Operating Lease Liabilities	282	293	328	327	327	325	359	302	<u>244</u>	244	271	291	312	309	309	302	307	406	421	421
	586	578	604	586	586	626	881	796	731	731	793	631	639	830	830	834	865	1144	992	992
	822	857	897	833	833	1047	821	860	854	854	954	974	958	688	688	811	926	619	767	767
Def Tax & Other Shareholders' Equity Capitalization Total Liab. & Equity	202	206	183	188	188	197	191	189	228	228	242	240	245	191	191	206	190	193	227	227
	1458	1455	1338	<u>1308</u>	1308	<u>1343</u>	<u>1347</u>	1401	1442	<u>1442</u>	1440	1434	1464	<u>1399</u>	1399	1371	1262	1229	<u>1155</u>	1155
	2481	2517	2418	2329	2329	2587	2359	2450	2524	2524	2635	2648	2666	2279	2279	2388	2379	2040	2148	2148
	3067	3095	3022	2915	2915	3213	3240	3246	3255	3255	3428	3279	3305	3108	3108	3222	3243	3185	3141	3141

² Quarterly Income Statements for 2012 through 2014 reflect Store Fixtures as discontinued operations.

	<u>1Q15 ³</u>	2Q15 °	3Q15 °	4Q15 ³	<u>2015 °</u>	1Q16 ³	2Q16 ³	3Q16 ³	4Q16 °	2016 °	1Q17 ³	2Q17 ³	3Q17 ³	4Q17 ³	<u>2017 °</u>	1Q18 ³	2Q18 ³	3Q18 ³	4Q18 ³	<u>2018</u> °
Income Net Trade Sales COGS Gross Profit % SGA	966 <u>753</u> 213 22.0% 98	997 <u>773</u> 225 22.5% 105	1009 <u>782</u> 227 22.5% <u>97</u>	945 <u>724</u> 221 23.4% <u>108</u>	3,917 3,032 885 22.6% 408	938 705 233 24.9% 105	959 718 241 25.1% 107	949 726 223 23.5% 94	904 687 217 24.0% 97	3,750 2,837 913 24.4% 403	960 734 227 23.6% 106	989 757 232 23.5% 105	1,010 787 223 22.1% 95	985 757 228 23.1% 92	3,944 3,034 910 23.1% 398	1,029 806 223 21.7% 105	1,102 <u>859</u> 243 22.1% <u>108</u>	1,092 <u>859</u> 232 21.3% <u>101</u>	1,047 823 224 21.4% 92	4,270 3,347 923 21.6% 405
Oper Income	115	119	130	113	478	128	134	129	120	511	120	128	128	136	511	119	136	132	132	517
Amortization Other EBIT %	5 (2) 112 11.6%	5 (<u>(0)</u> 115 11.5% 11	5 (3) 128 12.6% 10	5 2 105 11.1% 9	21 (<u>3)</u> 459 11.7 % 41	5 (<u>4)</u> 127 13.5% 9	5 (10) 140 14.6%	5 (<u>2)</u> 126 13.2% 10	5 2 113 12.4%	20 (14) 504 13.5% 39	5 (0) 116 12.0%	5 (<u>1)</u> 124 12.5% 10	6 (2) 124 12.3% 10	5 <u>12</u> 118 12.0% 12	21 <u>9</u> 482 12.2% 44	5 <u>0</u> 113 11.0%	5 (<u>3)</u> 1 34 1 2.1% 16	5 (<u>3)</u> 130 11.9% 13	5 <u>0</u> 126 12.1%	21 (<u>6)</u> 503 11.8% 58
Interest Expense Interest Income Earnings Before Taxes Taxes Net Earnings-Continuing	103 103 29 74	1 104 31 74	10 1 118 31 88	9 1 97 21 76	41 422 111 311	1 118 28 91	10 130 35 95	10 1 117 26 91	104 24 80	470 113 357	107 21 86	10 2 115 27 89	10 2 115 28 87	12 109 20 89	8 446 <u>96</u> 350	14 2 101 19 82	120 120 <u>26</u> 94	13 2 119 26 92	14 <u>2</u> 114 <u>24</u> 89	453 9 <u>5</u> 358
Less: Non-controlling Interest Net Earnings Attributable to Leggett	<u>1</u> 73	<u>1</u> 73	<u>1</u> 87	<u>1</u> 75	<u>4</u> 307	<u>2</u> 89	(<u>1)</u> 96	<u>0</u> 90	<u>0</u> 80	<u>0</u> 356	<u>0</u> 86	<u>0</u> 89	<u>0</u> 87	<u>0</u> 88	<u>0</u> 350	<u>0</u> 82	<u>0</u> 94	<u>0</u> 92	<u>0</u> 89	<u>0</u> 358
Net Earnings Attributable to Leggett	7.5%	7.3%	8.6%	7.9%	7.8%	9.5%	10.1%	9.5%	8.8%	9.5%	9.0%	9.0%	8.6%	9.0%	8.9%	8.0%	8.6%	8.4%	8.5%	8.4%
Depreciation Amortization EBITDA	23 7 142	19 8 141	21 8 156	21 7 133	84 30 572	21 7 155	22 7 169	22 7 155	22 7 142	87 29 620	23 8 146	25 7 156	24 9 156	24 7 150	95 31 608	26 8 147	26 8 167	26 8 163	27 8 161	104 32 639
Earnings (Loss) Per Share From Continuing Operations	\$0.50	\$0.50	\$0.61	\$0.53	\$2.14	\$0.63	\$0.69	\$0.65	\$0.57	\$2.54	\$0.62	\$0.64	\$0.65	\$0.66	\$2.57	\$0.60	\$0.70	\$0.69	\$0.66	\$2.65
Diluted Shares Dividends	144 \$0.31	143 \$0.31	143 \$0.32	142 \$0.32	143 \$1.26	141 \$0.32	140 \$0.34	139 \$0.34	139 \$0.34	140 \$1.34	138 \$0.34	137 \$0.36	137 \$0.36	137 \$0.36	137 \$1.42	136 \$0.36	135 \$0.38	135 \$0.38	135 \$0.38	135 \$1.50
Cash Flow Info Cash from Operations Adds to PPE Acquisitions (net of cash) Dividends paid	32 22 12 43	95 30 (1) 43	130 27 0 43	102 25 0 44	359 103 11 172	111 28 16 44	151 30 1 43	124 25 11 46	167 41 2 45	553 124 30 177	58 34 38 45	98 45 1 45	105 40 0 48	182 40 0 48	444 159 39 186	44 40 86 48	81 41 4 47	127 41 18 49	189 37 1 50	440 160 109 194
Balance Sheet Cash & Equivalents Receivables Inventory Other Current Current Assets Net Fixed Assets Goodwill & Other Total Assets					253 520 519 <u>33</u> 1325 541 1112 2978					282 487 547 3 <u>7</u> 1353 566 1094 3012					526 595 613 <u>74</u> 1809 664 <u>1120</u> 3593					268 572 700 <u>51</u> 1590 729 1129 3448
Accounts Payable Current Portion LTD Current Operating Lease Liabilties Other Current					307 3					351 4 352					430 154 392					465 1 349
Current Liabilities LTD Operating Lease Liabilities Def Tax & Other					701 942 229					707 956 238					976 1098					816 1168
Shareholders' Equity Capitalization Total Liab. & Equity					1106 2277 2978					1111 2305 3012					1222 2617 3593					1207 2632 3448

³ Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO.

	<u>1Q19 ³</u>	2Q19 3	3Q19 ³	4Q19 ³	2019 °	1Q20 ³	2Q20 ³	3Q20 3	4Q20 ³	2020 °	1Q21	2Q21	3Q21	4Q21	2021	1Q22	2Q22	3Q22	4Q22	2022
<u>Income</u>															-					
Net Trade Sales	1,155	1,213	1,239	1,145	4,753	1,045	845	1,208	1,182	4,280	1,151	1,270	1,319	1,333	5,073	1,322	1,334	1294	1196	5,147
COGS	919	955	972	887	3,734	825	699	937	915	3,376	903	1,000	1,063	1,068	4,034	1,055	1,066	1064	985	4,170
Gross Profit	236	258	267	258	1,019	221	146	270	267	905	248	269	256	265	1,038	267	268	231	211	977
%	20.4%	21.2%	21.5%	22.5%	21.4%	21.1%	17.3%	22.4%	22.6%	21.1%	21.5%	21.2%	19.4%	19.9%	20.5%	20.2%	20.1%	17.8%	17.6%	19.0%
SGA	<u>118</u>	118	<u>115</u>	118	<u>469</u>	109	97	106	104	416	106	113	<u>104</u>	100	422	112	105	100	110	427
Oper Income	118	140	152	141	550	111	49	165	163	489	141	157	153	166	616	156	163	130	101	549
Amortization	14	17	16	16	63	16	16	16	16	65	16	18	18	16	68	17	16	17	17	67
Other	(2)	(4)	(<u>5)</u>	(1)	(11)	4	(17)	(7)	<u>(9)</u>	(29)	(2)	<u>(5)</u>	(10)	(2)	(19)	1	4	<u>0</u>	(7)	(2)
EBIT	106	126	140	126	498	91	50	156	156	453	128	144	144	152	568	138	143	113	91	485
%	9.2%	10.4%	11.3%	11.0%	10.5%	8.7%	6.0%	12.9%	13.2%	10.6%	11.1%	11.3%	10.9%	11.4%	11.2%	10.4%	10.7%	8.7%	7.6%	9.4%
Interest Expense	21	25	23	22	91	21	21	21	20	83	19	20	19	19	77	21	21	21	23	86
Interest Expense	1	<u>3</u>	<u>2</u>	2	7	1	1	1	1	3	1	1	1	0	3	1	1	1	1	4
Earnings Before Taxes	86	104	119	105	415	71	30	136	137	373	109	125	126	134	494	118	123	94	69	404
Taxes	<u>19</u>	2 <u>5</u>	22	24	91	17	9	24	29	79	22	34	29	28	113	<u>28</u>	28	22	16	94
Net Earnings-Continuing	67	79	97	81	324	53	21	112	108	294	88	91	97	106	381	90	95	72	53	310
Less: Non-controlling Interest	<u>(0)</u>	<u>0</u>	<u>0</u>	0	0	<u>0</u>	0	0	0	0	<u>0</u>	0	0	0	0	0	<u>0</u>	0	<u>0</u>	0
Net Earnings Attributable to Leggett	67	79	9 7	8 <u>1</u>	324	53	<u>∪</u> 21	111	108	294	88	91	97	106	<u>∪</u> 381	90	95	71	53	310
Net Lamings Attributable to Leggett	5.8%	6.5%	7.8%	7.1%	6.8%	5.1%	2.5%	9.2%	9.1%	6.9%	7.6%	7.2%	7.4%	7.9%	7.5%	6.8%	7.1%	5.5%	4.4%	6.0%
					0.676				9.170	0.576					7.570	0.070				0.078
Depreciation	29	29	30	30	118	30	29	30	31	119	29	29	29	29	117	28	28	27	27	110
Amortization	17	21	19	18	74	17	17	17	18	70	17	19	18	17	71	18	17	17	18	70
EBITDA	152	176	189	173	690	138	97	203	204	642	174	192	191	199	755	183	188	157	137	665
Earnings (Loss) Per Share																				
From Continuing Operations	\$0.50	\$0.59	\$0.71	\$0.59	\$2.39	\$0.40	\$0.15	\$0.82	\$0.79	\$2.16	\$0.64	\$0.66	\$0.71	\$0.77	\$2.78	\$0.66	\$0.70	\$0.52	\$0.39	\$2.27
1 Total Continuing Operations	ψ0.50	ψ0.55	ψ0.7 1	ψ0.55	Ψ2.00	ψ0.40	ψ0.13	ψ0.02	ψ0.73	Ψ2.10	Ψ0.04	ψ0.00	ψ0.71	Ψ0.77	Ψ2.70	ψ0.00	ψ0.70	ψ0.52	ψ0.55	ΨΖ.ΖΙ
Diluted Shares	135	135	135	136	135	136	136	136	136	136	136	137	137	137	137	137	137	136	136	137
Dividends	\$0.38	\$0.40	\$0.40	\$0.40	\$1.58	\$0.40	\$0.40	\$0.40	\$0.40	\$1.60	\$0.40	\$0.42	\$0.42	\$0.42	\$1.66	\$0.42	\$0.44	\$0.44	\$0.44	\$1.74
	i																			
Cash Flow Info																				
Cash from Operations	31	172	213	251	668	10	112	261	219	603	(11)	41	50	191	271	39	90	66	247	441
Adds to PPE	32	39	33	40	143	24	19	9	14	66	24	25	27	31	107	19	22	25	35	100
Acquisitions (net of cash)	1,244		-	21	1,265						27	125	0	0	153			63	21	83
Dividends paid	50	50	53	53	205	53	53	53	53	212	53	53	56	56	218	56	56	59	58	229
5.	i																			
Balance Sheet																				
Cash & Equivalents	263	290	242	248	248	506	209	245	349	349	334	232	235	362	362	327	270	226	317	317
Receivables	665	700	677	592	592	568	577	642	564	564	603	705	699	652	652	705	723	730	675	675
Inventory	744	714	687	676	676	692	611	625	692	692	802	893	970	993	993	1046	1027	976	908	908
Other Current	<u>54</u>	<u>56</u>	<u>50</u>	<u>62</u>	<u>62</u>	<u>53</u>	<u>50</u>	<u>46</u>	<u>54</u>	<u>54</u>	<u>51</u>	<u>65</u>	<u>80</u>	<u>59</u>	<u>59</u>	<u>60</u>	<u>72</u>	<u>69</u>	<u>59</u>	<u>59</u>
Current Assets	1726	1760	1656	1577	1577	1819	1447	1558	1658	1658	1789	1895	1984	2065	2065	2138	2092	2001	1958	1958
Net Fixed Assets	810	818	817	831	831	810	797	786	785	785	775	786	780	782	782	769	750	741	772	772
Goodwill & Other	2485	2481	2436	2448	2448	2391	2374	2360	2357	2357	2347	2469	2471	2461	2461	2435	2388	2433	2456	2456
Total Assets	5021	5059	4909	4855	4855	5019	4619	4704	4800	4800	4912	5150	5235	5307	5307	5342	5231	5175	5186	5186
Accounts Payable	431	453	467	463	463	429	361	494	552	552	536	612	607	614	614	622	602	513	518	518
Current Portion LTD	51	51	51	51	51	51	51	51	51	51	51	51	300	301	301	301	301	7	9	9
Current Operating Lease Liabilties	38	39	38	39	39	40	42	42	42	42	43	44	44	45	45	46	45	45	50	50
Other Current	346	358	364	374	374	335	321	360	361	361	366	400	387	377	377	382	383	400	391	391
Current Liabilities	867	900	921	928	928	855	776	947	1006	1006	996	1107	1338	1336	1336	1351	1331	965	968	968
LTD	2410	2364	2197	2067	2067	2415	2083	1909	1849	1849	1953	1975	1766	1790	1790	1803	1790	2134	2074	2074
Operating Lease Liabilities	119	131	119	122	122	118	129	125	122	122	115	127	149	153	153	150	150	151	154	154
Def Tax & Other	379	382	378	397	397	365	389	392	398	398	392	405	405	380	380	366	346	363	349	349
Shareholders' Equity	1245	1282	1294	1342	1342	1266	1242	1330	1425	1425	1456	1536	1578	1649	1649	1671	1615	1563	1641	1641
Capitalization	4154	4159	3988	3927	3927	4164	3843	3756	3794	3794	3916	4043	3897	3972	3972	3991	3899	4210	4218	4218
Total Liab. & Equity	5021	5059	4909	4855	4855	5019	4619	4704	4800	4800	4911	5150	5235	5307	5307	5342	5231	5175	5186	5186
												0.00	0_00		0001		 .		٠.٠٠	0.00

	1Q23	2Q23	3Q23	4Q23	2023	1Q24	2024
Income Net Trade Sales	1,214	1221	1175	1115	4,725	1,097	1,097
COGS	995	1000	961	915	3,872	908	908
Gross Profit	219	221	214	200	854	189	189
%	18.0%	18.1%	18.2%	17.9%	18.1%	17.2%	17.2%
SGA	<u>116</u>	<u>119</u>	<u>109</u>	<u>121</u>	<u>465</u>	<u>125</u>	<u>125</u>
Oper Income	103	102	105	79	388	63	63
Amortization	17	17	18	17	69	5	5
Other EBIT	(4) 89	(<u>7)</u> 92	<u>1</u> 86	<u>(5)</u> 66	(14) 334	(<u>5)</u> 64	(<u>5)</u> 64
%	7.4%	7.5%	7.3%	5.9%	7.1%	5.8%	5.8%
Interest Expense	22	23	22	21	88	22	22
Interest Income	<u>1</u>	<u>1</u>	2	<u>2</u>	<u>5</u>	<u>1</u>	<u>1</u>
Earnings Before Taxes	68	70	66	47	251	43	43
Taxes	<u>15</u>	<u>19</u>	<u>17</u>	11	<u>62</u>	11	11
Net Earnings-Continuing Less: Non-controlling Interest	53 <u>0</u>	52 <u>0</u>	48 <u>0</u>	36 (0)	189 <u>0</u>	32 <u>0</u>	32 <u>0</u>
Net Earnings Attributable to Leggett	<u>∪</u> 53	<u>∪</u> 52	<u>∪</u> 48	36	189	32	32
=	4.4%	4.2%	4.1%	3.2%	4.0%	2.9%	2.9%
Depreciation	27	27	27	28	109	28	28
Amortization	18	18	18	17	71	5	5
EBITDA	135	137	131	111	513	97	97
Earnings (Loss) Per Share							
From Continuing Operations	\$0.39	\$0.38	\$0.36	\$0.26	\$1.39	\$0.23	\$0.23
Diluted Shares	136	137	137	137	136	137	137
Dividends	\$0.44	\$0.46	\$0.46	\$0.46	\$1.82	\$0.46	\$0.46
Control Control							
Cash Flow Info Cash from Operations	97	111	144	146	497	(6)	(6)
Adds to PPE	38	31	22	23	114	(6) 26	26
Acquisitions (net of cash)	0	0	0	0	0	0	0
Dividends paid	58	59	61	61	239	61	61
Delenes Chest							
Balance Sheet Cash & Equivalents	345	272	274	366	366	361	361
Receivables	718	703	711	637	637	635	635
Inventory	893	858	835	820	820	807	807
Other Current	<u>59</u>	<u>73</u>	<u>66</u>	<u>59</u>	<u>59</u>	<u>57</u>	<u>57</u>
Current Assets	2015	1906	1886	1881	1881	1860	1860
Net Fixed Assets Goodwill & Other	787 2469	789 2449	777 2415	781 1972	781 <u>1972</u>	772 1982	772 1982
Total Assets	5270	5144	5078	4635	4635	4615	4615
Accounts Payable	552	507	534	536	536	496	496
Current Portion LTD	9	8	9	308	308	304	304
Current Operating Lease Liabilties	55	56	56	57	57	58	58
Other Current	352 969	384 956	410 1009	361 1363	361 1363	331 1188	331 1188
Current Liabilities LTD	2109	956 2016	1009 1963	1263 1680	1263 1680	11 88 1773	1188 1773
Operating Lease Liabilities	176	167	157	151	151	159	159
Def Tax & Other	350	337	313	208	208	206	206
Shareholders' Equity	1667	<u>1669</u>	<u>1636</u>	<u>1334</u>	<u>1334</u>	1290	1290
Capitalization	4301	4189	4069	3372	3372	3427	3427
Total Liab. & Equity	5270	5144	5078	4635	4635	4615	4615

Cash Flow & Debt

Cash Flow & Balance Sheet Strength



Cash Flow

- o Long history of strong cash generation
- o Resilient cash flow in economic downturns
- o Focus on managing working capital

Debt and Liquidity

- o Committed to investment grade credit rating
- Proactively amended agreement for existing revolving credit facility in March to increase leverage ratio from 3.5x to 4.0x
- o \$1.2 billion revolving credit facility in place
- o Expect to use commercial paper program to repay \$300 million of 3.8%, 10-year notes maturing in November

Strong Cash Flow Generation

Leggett & Platt.

To support investment in our business and strong shareholder returns



Investing in our Business

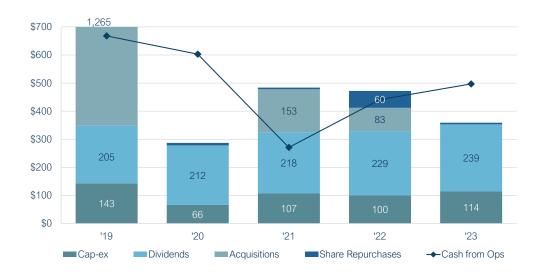
- Organic growth, margin improvement, and innovation
- o Strategic acquisitions

Returning Cash to Shareholders

- o Dividends
- o Opportunistic share repurchases

Uses of Cash Flow





Cash Flow

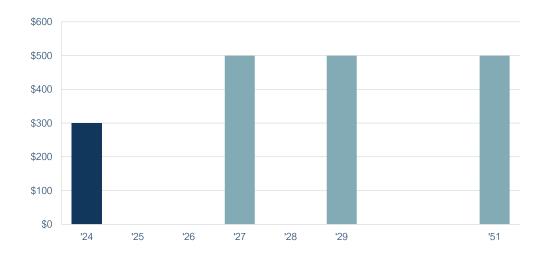


\$'s in millions	2019	2020	2021	2022	2023
Net Earnings	314	253	403	310	(137)
Deprec & Amort	192	189	187	180	180
Def Income Taxes	1	(21)	(9)	(16)	(129)
Impairments	8	29	_	_	444
Working Capital	101	80	(338)	(78)	116
Other Non-Cash	52	73	28	45	23
Cash from Operations	668	603	271	441	497
Uses of Cash					
Capital Expenditures	(143)	(66)	(107)	(100)	(114)
Dividends	(205)	(212)	(218)	(229)	(239)
Acquisitions	(1,265)	_	(153)	(83)	_
Share Repurchases	(7)	(9)	(6)	(60)	(6)

 $\bullet \ \ 2019–2020 \ financial \ data \ has \ been \ adjusted \ to \ apply \ the \ effects \ of \ the \ change \ from \ LIFO \ to \ FIFO$

Debt Maturities





Weighted average rate: 3.8%; Weighted average maturity: 10.3 years; excludes commercial paper borrowings

Acquisitions

Acquisition History
Significant Acquisitions by Business from 2000 through 2024

Rod & Wire	8 Deals				
<u>Company</u>	Year	Country			
Shaped Wire, Inc.	2000				
Laclede Mid America	2000				
Insteel - Andrews	2002				
Northwestern Steel	2002				
North American Wire Products	2002				
Nestaway	2007				
Erosion Tech	2009				
Folding Guard	2012				

U.S. Spring	5 Deals			
Company	<u>Year</u>	Country		
Saval Spring & Wire	2003			
Atlas Spring Manufacturing	2006			
Gel Solutions, LLC	2012			
Smart Living Company	2012			
Tempur Sealy Spring Plants	2014			

Specialty Foam	1 Deal
Elite Comfort Solutions	2019

Adjustable Bed	1 Deal	
Orthomatic Adjustable Beds	2003	

Int'l Bedding	15 Deals			
Company	Year	Country		
Ilma Srl	2000	Italy		
Industrias Subinas	2000	Spain		
Heplast/Hespo	2000	Croatia		
Siddall & Hilton Products	2002	U.K.		
Elson & Robbins	2002	U.K.		
Ningbo	2003	China		
Xiang Yang	2003	China		
Askona	2004	Russia		
Veneza Espumas	2005	Brazil		
ZSP Wire Industries	2005	S. Africa		
Samson Spring	2006	Australia		
Probel Spring	2006	Brazil		
Elson & Robbins Pocket Coil	2006	U.K.		
Kieral Springs	2016	S. Africa		
Kayfoam	2021	Ireland		

Machinery	6 Deals			
Company	Year	Country		
Jentschmann AG	2000	Switzerland		
Agimex S.A.	2000	France		
Innovatech International S.A.	2001	Greece		
Nahtec	2004	Germany		
Galkin Automated Products	2010			
Remex AG	2013	Switzerland		

Automotive	9	Deals
Company	Year	Country
Bergen Cable Technology, Inc.	2000	
Schukra Group	2000	Canada
ByTec, Inc.	2002	
Guangzhou Veihe	2003	China
Kwang Jin Co. Ltd.	2003	S. Korea
Pangeo Cable Industries	2003	China
Idomrugo Kft.	2004	Hungary
Modern Industries	2004	
Huaguang Parts	2005	China

A	_	Davida
Aerospace	5	Deals
Company	<u>Year</u>	Country
Western Pneumatic Tube	2012	
David Hart Aerospace Pipes	2013	U.K.
Specitubes	2013	France
Pegasus	2016	
Meggitt Dunstable	2021	U.K.

Hydraulic Cylinders	2 Deal		
Company	Year	Country	
Precision Hydraulic Cylinders	2018		
Pacoma	2022	Germany	

Home Furniture	10 Deals		
Company	Year	Country	
TechCraft Operations	2000		
Southern Bedding	2000		
Sackner	2003		
Jiaxing	2003	China	
Everwood Products	2005		
Jinshajiang Sofa Components	2005	China	
Fulda	2007	China	
Knitmasters JV	2007		
Green/Aurite	2011		
Kintec Solution	2014	Germany	

Work Furniture	10 Deals	
Company	Year	Country
Davidson Plyforms	2001	
Miotto International	2001	Italy
Sterling & Adams Bentwood, Inc.	2002	
Hickory Springs/Hammer Metals	2004	
Chieng-Yeng	2007	China
Intes JV	2007	China
Grand River Polishing	2008	
Trio Line Polska	2015	Poland
Moiron, Inc.	2017	
BS Steel	2021	Poland

Flooring Products	10	Deals
Company	<u>Year</u>	Country
Padco/Molded Urethane	2000	
General Foam - Durabond Plant	2000	
Foamex Rubber & Felt	2005	
Mary Ann Industries	2005	
Sponge Cushion, Inc.	2006	
Production Partners	2008	
Premium Padding	2014	
Innocor, Inc.	2017	
Walk-On Products, Inc.	2017	
FXI Carpet Cushion	2020	

8 Deals
<u>Year</u> <u>Country</u>
2000 Mexico
2000 U.K.
2001
2001 U.K.
2004
2005
2014
2022
2022

Geo Components	14	Deals
Company	Year	Country
Webtec	2005	
lkex/Jarex	2005	
Attilla Enterprises	2006	
Lone Star Products	2006	
Price & Company	2011	
A&R Geosynthetics	2013	Canada
ERO-TEX	2014	
Hill Country Site Supply	2016	
Terrafix Geosynthetics Inc.	2017	Canada
DDD Erosion Control	2018	
Greenscapes Home and Garden Products	2018	
JMD Company	2019	
Geosynthetic Systems	2022	Canada
Nilex	2022	Canada

Summary of Acquisition To	otals			
Segment	2000s	2010s	2020s	Total
Bedding	27	8	1	36
Specialized	9	5	2	16
Furniture, Flooring & Textile	31	16	5	52
Total	67	29	8	104

Acquisition History
Significant Acquisitions by Business from 1960 through 2019

Bedding				60	Deals
<u>Company</u>	Year	Country	<u>Company</u>	<u>Year</u>	Country
Oklahoma City	1963		Steadley	1996	
Englander Company	1965		Family Frames	1997	
Motor City Spring Company	1968		Tiffany	1997	Mexico
Kenyon Manufacturing Co.	1968		Paris Spring	1997	Canada
Flex-O-Loc Corporation	1968		Bilbao	1997	Spain
J.R. Greeno Corporation	1969		American Innerspring Co.	1998	
Butler Manufacturing	1969		Toledo Fjederindlaeg	1998	Denmark
Dalpak Corporation	1969		Wellhouse Wire	1999	U.K.
Globe Spring & Cushion Co. (50%)	1977	Canada	Option Spring Products	1999	
De Lamar Bed Spring Corp.	1979		Spring Flex	1999	Brazil
Missouri Fabricators Inc.	1980		Ilma Srl	2000	Italy
Pride Box Spring	1982		Industrias Subinas	2000	Spain
Nachman Corporation	1983		Heplast/Hespo	2000	Croatia
Red Springs	1985		Siddall & Hilton Products	2002	U.K.
Kay Springs, Inc.	1985		Elson & Robbins	2002	U.K.
Multilastic Limited	1987	U.K.	Ningbo	2003	China
Karr Manufacturing	1987		Saval Spring & Wire	2003	
International Spring Corp.	1988		Xiang Yang	2003	China
Dream Makers, Inc.	1988		Askona	2004	Russia
Hoover Group	1989		Veneza Espumas	2005	Brazil
Webster Spring Co., Inc.	1989		ZSP Wire Industries	2005	S. Africa
Olympic Spring	1992		Samson Spring	2006	Australia
Carriero (50%, 25% in 1996)	1993	Mexico	Atlas Spring Manufacturing	2006	
Maxwell Spring	1993		Probel Spring	2006	Brazil
Oxford Metal Products	1994		Elson & Robbins Pocket Coil	2006	U.K.
Resortes Monterey	1995	Mexico	Gel Solutions, LLC	2012	
Mississippi Spring	1995		Smart Living Company	2012	
M&M	1995	Germany	Tempur Sealy Spring Plants	2014	
Hoover	1995	•	Kieral Springs	2016	S. Africa
Chesterfield Wood Prod.	1996		Elite Comfort Solutions	2019	

Fibers	16 Deals		
Company	Year	Country	
Kraft Converters	1972		
Paramount Paper	1973		
Quality Pad Company	1981		
National Fibers Division	1984		
Steiner-Liff Textiles	1985		
O'Neill Brothers	1986		
Buffalo Batt & Felt Corp.	1988		
Hobbs Pad	1991		
Cameo Fibers	1996		
Sealy Pad Line	1997		
Guilford Fibers	1997		
Cumulus Fibers	1998		
Bonded Fiber Products	1999		
KLM Industries	2001		
Stearns Technical Textile	2003		
Johnson Ind. Fiber Unit	2003		

Wood Products	7 Deals		
<u>Company</u>	Year	Country	
C.A. Bissman Manufacturing Co.	1961		
Bois JLP	1984	Canada	
National Frame	1992		
Bois Aise	1994	Canada	
Les Bois Blanchet	1996	Canada	
Miller Manufacturing	1997		
Spruceland Forest Products, Inc.	1999	Canada	

Coated Fabrics	4	4 Deals		
Company	<u>Year</u>	Country		
Vantage Industries	1994			
Rug-Hold	2003			
American Non-Slip	2005			
Griptex Industries	2005			

Foam	21	Deals
Company	<u>Year</u>	Country
Phillips-Foscue Corporation (92%)	1976	
MPI, Inc.	1986	
Crest-Foam Corporation	1986	
Echota Cushion, Inc.	1986	
Pacific Dunlop (L&P Foam)	1986	Australia
Custom Foam Fabrication	1988	
Hood Industries	1989	
E-K Novelty	1995	
Fairmont	1996	
Hi Life Product	1997	
Iredell Fibers	1997	
Southwest Carpet Pad, Inc.	1999	
Padco/Molded Urethane	2000	
General Foam - Durabond Plant	2000	
Foamex Rubber & Felt	2005	
Mary Ann Industries	2005	
Sponge Cushion, Inc.	2006	
Production Partners	2008	
Premium Padding	2014	
Innocor, Inc.	2017	
Walk-On Products, Inc.	2017	

Fabric	18	Deals
Company	Year	Country
Tiffany Textile Co. (50%)	1979	
Hanes Holding Co.	1993	
VWR Textiles	1993	
Marsh Fern	1997	U.K.
Lenrod	1997	Canada
Yarborough	1997	
Falcon Industries	1998	
Western Textile Company	1998	
Yarborough-Ind. Fabrics Div.	1999	
Mount Hope Finishing	1999	
Jute Exports Limited	1999	U.K.
Coinse SA de CV	2000	Mexico
Edmund Bell & Co. Ltd.	2000	U.K.
Synthetic Ind. F&B Converting	2001	
Vitaweb Division of Vitafoam	2001	U.K.
Union Wadding	2004	
Sani-Line Sales	2005	
Interwoven Group	2014	

Geo Components	12 Deals	
<u>Company</u>	Year	Country
Webtec	2005	
lkex/Jarex	2005	
Attilla Enterprises	2006	
Lone Star Products	2006	
Price & Company	2011	
A&R Geosynthetics	2013	Canada
ERO-TEX	2014	
Hill Country Site Supply	2016	
Terrafix Geosynthetics Inc.	2017	Canada
DDD Erosion Control	2018	
Greenscapes Home and Garden Products	2018	
JMD Company	2019	

Machinery	19	Deals
Company	Year	Country
Cyclo-Index Corporation	1983	
Gribetz International	1990	
Alexander Machine	1992	
Gribetz Threads	1993	
WBSCO	1994	
Gateway	1996	U.K.
Steppex/Quiltex	1997	U.K.
Porter	1997	
Pathe	1997	
Spuhl	1997	Switzerland
Syd-Ren	1997	
Kaybe Machines	1998	
Vertex Fasteners, Inc.	1998	
Jentschmann AG	2000	Switzerland
Agimex S.A.	2000	France
Innovatech International S.A.	2001	Greece
Nahtec	2004	Germany
Galkin Automated Products	2010	
Remex AG	2013	Switzerland

Wire	17	Deals
Company	Year	Country
Adcom Metals Company	1977	
Webster Wire, Inc.	1989	
Armco Wire partnership	1993	
Laclede Oil Tempering Lines	1994	
U.S. Wire Tie Systems	1994	
A. J. Gerrard	1996	
Belton	1997	
Metrock Steel & Wire	1998	
John Pring & Sons	1999	U.K.
Shaped Wire, Inc.	2000	
Laclede Mid America	2000	
Insteel - Andrews	2002	
Northwestern Steel	2002	
North American Wire Products	2002	
Nestaway	2007	
Erosion Tech	2009	
Folding Guard	2012	

Tubing	4 Deals	
<u>Company</u>	Year Country	
Parthenon Metal	1983	
Blazon	1993	
Excaliber	2001	
O'Neal Tube Processing	2012	

Acquisition History
Significant Acquisitions by Business from 1960 through 2019

Fixtures & Display	33	Deals
<u>Company</u>	<u>Year</u>	Country
SEMCO	1994	
Talbot Industries	1994	
ISS	1995	
Excell	1996	Canada
Rodgers-Wade	1997	
Amco	1997	
PMI Purchase Mktg.	1997	Canada
Tarrant Interiors	1997	
Wichita Wire	1997	
Hodges	1997	
American Woodworks	1998	
Syndicate Systems	1998	
Wilson Display	1998	Canada
Universal Stainless, Inc.	1998	
Sensible Storage, Inc.	1999	
Arc Specialities	1999	
Beeline Group, Inc.	1999	
Jarke Corporation	1999	
Met Displays, Inc.	1999	
Toledo Store Fixtures	1999	
De Todo en Alambre	1999	Mexico
Design Fabricators, Inc.	1999	
Zell Brothers, Inc.	1999	
Dann Dee Display Fixt.	1999	
Gillis Associated Ind.	2000	
Genesis Fixtures	2000	
Dillmeier Group	2000	
EDRON Store Fixtures	2000	
KelMax Equipment	2000	
MZM SA de CV	2001	Mexico
DisplayPlan Ltd.	2001	U.K.
RHC Spacemaster	2003	
China Display Fixture Co.	2005	China

Work Furniture	17	Deals
Company	Year	Country
Gordon Manufacturing Co.	1984	
Northfield Metal Products, Ltd.	1985	Canada
Collier-Keyworth Corporation	1988	
Indiana Chair Frame	1988	
Warterloo Spring	1992	
Hamilton Wire	1993	Canada
Faultless Doerner	1993	Canada
Northeastern Components	1995	U.K.
Davidson Plyforms	2001	
Miotto International	2001	Italy
Sterling & Adams Bentwood, Inc.	2002	
Hickory Springs/Hammer Metals	2004	
Chieng-Yeng	2007	China
Intes JV	2007	China
Grand River Polishing	2008	
Trio Line Polska	2015	Poland
Moiron, Inc.	2017	

Fashion Bed	16	Deals
Company	Year	Country
Metal Bed Rail Company, Inc.	1972	
Missouri Rolling Mill Corp. (MRM)	1979	
St. Croix	1981	
Bedline Manufacturing Company	1983	
Berkshire Furniture Co.	1988	
Allegheny Steel & Brass	1988	
J.B. Ross Manufacturing	1990	
Dresher, Inc.	1990	
Duro Metal	1991	
Beauti-Glide	1991	
Continental Silverline	1992	
Harvard Manufacturing	1992	
BC Products	1996	
Western Bed Products	1997	
STS Linens, Inc.	2004	
Westex International	2005	Canada

Adjustable Bed	2 Deals	
Company	<u>Year</u>	Country
Maxwell Products, Inc.	1999	
Orthomatic Adjustable Beds	2003	

Home Furniture	25	Deals
Company	Year	Country
Signal Manufacturing Co.	1970	
Middletown Manufacturing, Inc.	1973	
Pontiac Furniture	1979	
Foster Brothers	1982	
C.S. O'Brien	1986	
Stylelander	1993	
Waterloo Furniture Components	1994	
Wiz Wire	1994	Canada
Super Sagless Corporation	1994	
Matrex	1995	
Bell Spring	1997	
Superior Products	1999	
Ark-Ell Springs, Inc.	1999	
Omega Motion LLC	1999	
Wyn Products	1999	Australia
TechCraft Operations	2000	
Southern Bedding	2000	
Sackner	2003	
Jiaxing	2003	China
Everwood Products	2005	
Jinshajiang Sofa Components	2005	China
Fulda	2007	China
Knitmasters JV	2007	
Green/Aurite	2011	
Kintec Solution	2014	Germany

Plastics	10 Deals	
Company	Year	Country
Foothills Mfg.	1974	
Futron Plastics (50%)	1979	
Weber Plastics Co., Ltd.	1987	Canada
Technical Plastics Corporation	1998	
Pulsar Plastics	1999	
K.W. Precision Metal Products	1999	Canada
Unique Molded Products	2003	
SCP Plastics	2003	
Conestogo Plastics	2004	Canada
Shepherd Products	2004	Canada

Automotive	15	Deals
Company	Year	Country
Flex-O-Lators	1988	
Young Spring & Wire	1990	
No-Sag	1990	
Pullmaflex	1994	Belgium
Phoenix Metal	1997	
Nagle Industries, Inc.	1999	
Bergen Cable Technology, Inc.	2000	
Schukra Group	2000	Canada
ByTec, Inc.	2002	
Guangzhou Veihe	2003	China
Kwang Jin Co. Ltd.	2003	S. Korea
Pangeo Cable Industries	2003	China
Idomrugo Kft.	2004	Hungary
Modern Industries	2004	
Huaguang Parts	2005	China

	Aerospace	4	4 Deals		
	Company	<u>Year</u>	Country		
١	Western Pneumatic Tube	2012			
	David Hart Aerospace Pipes	2013	U.K.		
	Specitubes	2013	France		
	Pegasus	2016			

Hydraulic Cylinders	11	Deal
<u>Company</u>	<u>Year</u>	Country
Precision Hydraulic Cylinders	2018	

Commercial Vehicle Products	7 Deals		
Company	<u>Year</u>	Country	
Masterack	1972		
Gor-Don	1995	Canada	
Crown North America	2000		
Team Fenex Ltd.	2001		
Tailgater, Inc.	2003		
America's Body Company	2005		
Gamber-Johnson	2007		

Aluminum	14 C	14 Deals		
Company	<u>Year</u>	Country		
EST	1972			
MetalCraft	1979			
Assured Castings	1987			
Culp Smelting	1989			
Pace	1996			
Oconto	1996			
Latrobe	1996			
Die Cast Products	1997			
Cambridge Tool	1997			
B&C Die Cast	1998			
Saint Paul Metalcraft	1998			
Mo-Tech Corporation	1998			
Product Technologies	2000			
Saltillo, Mexico JV	2002	Mexico		

	Summary of Acquisition Totals						
Segment	1960s	1970s	1980s	1990s	2000s	2010s	Total
Residential	9	6	24	58	41	19	157
Industrial		1	2	8	8	2	21
Furniture		7	11	50	31	4	103
Specialized		1	1	6	14	5	27
Aluminum		2	2	8	2	0	14
Total	9	17	40	130	96	30	322

Segments / Groups / Business Units

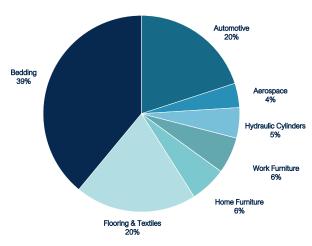
Segment / Group / Business Unit Structure

June 2024

3 Segments	7 Groups	15 Business Units
39% Bedding Products	39% Bedding	Steel Rod
		Drawn Wire
		U.S. Spring
		Specialty Foam
		Adjustable Bed
		International Bedding
		Machinery
29% Specialized Products	20% Automotive	Automotive
	4% Aerospace Products	Aerospace Products
	5% Hydraulic Cylinders	Hydraulic Cylinders
32% Furniture, Flooring and Textile	6% Home Furniture	Home Furniture
Products	6% Work Furniture	Work Furniture
	20% Flooring & Textile Products	Flooring Products
		Fabric Converting
		Geo Components

^{*} Percentages of 2024 estimated net trade sales

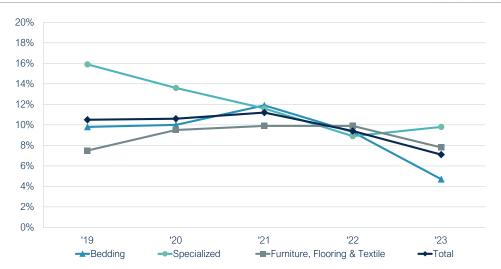
3 segments; 7 groups; 15 business units



Based on 2024 estimated net trade sales

Segment EBIT Margins





- $Amounts \ are from \ continuing \ operations \ and \ exclude \ unusual \ items. \ See \ Appendix Non-GAAP \ Adjustments. \ 2019-2020 \ financial \ data \ has been \ adjusted \ to \ apply \ the \ effects \ of \ the \ change \ from \ LIFO \ to \ FIFO$

BEDDING PRODUCTS

Bedding Group

Global Leader in Bedding Technology and Manufacturing

Customers

Bedding manufacturers
Bedding brands & retailers

E-commerce retailers

Big box retailers

Industrial users of rod & wire:
Wire distributors
Packaging & baling companies
Mechanical spring mfrs.

Competitors

Importers of:
Innersprings
Finished mattresses
Adjustable foundations

Innerspring maker-users

Foam Producers: Carpenter FXI Future Foam

Wire Producers:
Davis Wire (Heico)
Mid-South
Taubensee

The U.S. bedding market has changed significantly in recent years. The emergence of compressed, boxed mattresses and the ability to purchase a mattress online spurred shifts in leading brands and manufacturers, sales and distribution channels, and consumer product preferences. These market changes created new opportunities that we are well-positioned to capitalize on going forward.

Our Bedding business is positioned unlike any other in the world. We can support our customers from innerspring and specialty foam components to private-label finished compressed mattresses and foundations. Our distribution and fulfillment capabilities enable us to ship either to our customer or directly to the consumer. Our full suite of bedding capabilities positions us to serve traditional OEM customers, newer digitally native brands, and private-label retail brands, and create value at each point along the value chain.



Our rod, wire and spring supply chain drives value through production and innovation with products like our ComfortCore® pocketed innersprings, Quantum® Edge perimeter support, and combination pocket innersprings. Product innovation in specialty chemical additives allows our specialty foam operations to enhance foam performance by reducing heat retention and improving mobility, support, and durability. We create quality compressed specialty foam and hybrid mattresses and semifinished mattresses by leveraging our specialty foam and innerspring capabilities. In addition, we provide adjustable foundations and ready-to-assemble static foundations either as standalone products or paired with mattresses for a complete sleep system.

Competitive Advantages

- Breadth of product offering and ability to service customers anywhere in the value chain
- Industry leading R&D yields new and innovative products for our customers
- Vertically integrated to ensure availability and quality of key raw materials
- High-speed and flexible machine technology supports innerspring innovation and production efficiency
- Large North American manufacturing and distribution network

BEDDING PRODUCTS

Bedding Group

Steel Rod & Wire

www.leggettwiregroup.com

Our Sterling, IL rod mill has the capacity to melt ~550,000 tons of steel scrap. Billets are formed from the melted scrap and can then be used to make ~500,000 tons of steel rod. About 70% of the steel rod we produce is used by our two domestic wire mills; the remainder is sold externally into various industrial markets.

Our wire mills can produce approximately 400,000 tons of steel wire annually, making us the largest independent high carbon wire producer in the U.S. Our wire mills offer a wide range of drawing and finishing capabilities for both high and low carbon steel wire. The majority of this wire is used by Leggett operations; the remainder is sold to external customers and used in a number of products, including mechanical springs, appliance racking, and various other wire forms.



Major Operations

Illinois—Sterling
Indiana—Kouts
Missouri—Carthage

U.S. Spring

www.beddingcomponents.com

Leggett & Platt has been the driving force in bedding components technology since inventing the bedspring in 1885. We are the world's leading manufacturer of mattress innersprings and own more mattress industry patents than anyone else in the world. Our operations manufacture multiple types of innersprings, semifinished mattresses, boxsprings, and ready-to-assemble static foundations.

Our strongest performing product is our higher-value innerspring, ComfortCore®, which contains fabric-encased coils that minimize partner disturbance. Our ComfortCore® innerspring can include added features such as Quantum® Edge, our narrow-diameter coils that form a perimeter around the mattress, and our newly introduced Eco-Base™, which integrates a robust fabric that replaces mattress base foam and eliminates a step in the OEM mattress manufacturing process.



Major Operations

Georgia—Monroe Indiana—Rensselaer Missouri—Carthage Texas—Ennis

Specialty Foam

www.elitecomfortsolutions.com www.petersonchemicals.com

In 2019, we acquired Elite Comfort Solutions (ECS), a leader in proprietary specialty foam technology, primarily for the bedding and furniture industries. Through this acquisition, we gained critical capabilities in proprietary foam technology, along with scale in the production of private-label finished mattresses, which significantly expanded our presence in the high-growth compressed mattress market segment.

We are a leading U.S. provider of specialty bedding foams and private-label compressed mattresses, mattress toppers and pillows. We supply proprietary specialty foams that are developed by a team of chemical engineers at Peterson Chemical Technology, located in Fort Smith, Arkansas. These specialty foams are used in mattress comfort layers to reduce heat retention and improve mobility, support, and durability.



Major Operations

Arkansas—Fort Smith
Georgia—Newnan
Mississippi—Verona
North Carolina—Conover

L&P Bedding Value Chain

Our rod mill in Sterling, Illinois, has the capacity to melt approximately 550,000 tons of steel scrap. Billets are formed from the melted scrap and can then be used to make around 500,000 tons of steel rod.

The majority of the rod goes to our two domestic wire mills to be drawn into various gauges of wire, while most of the wire goes to our spring-making plants to be coiled into innersprings on wire-forming machines manufactured by our Spühl facility in Switzerland.

Our innersprings are sold to most U.S. bedding manufacturers and used in private label finished hybrid compressed mattresses produced in our facilities across the country.

MELTING FURNACE



FORMING STEEL ROD



DRAWING WIRE



FORMING SPRINGS



INNERSPRING CORE



COMPONENTS COMBINE IN HYBRID MATTRESSES



RAW STEEL TO SPRING CORES >>

POLYOL CHEMISTRY TO SPECIALTY FOAM >>



POLYOL LABORATORY



FOAM ADDITIVES



FOAM POURING



SPECIALTY FOAM



MATTRESS ASSEMBLY



COMPRESSING AND ROLL-PACKING

Polyols and foam additives that improve durability, increase airflow, and decrease odor are developed at Peterson Chemical Technology.

Specialty foam is produced at our pouring and fabrication facilities and either used in private label fully finished products such as compressed mattresses, mattress toppers and pillows, or sold to bedding and furniture manufacturers.

BEDDING PRODUCTS

Bedding Group

International Bedding

www.beddingcomponents-intl.com

We are Europe's leading manufacturer of mattress innersprings. Our operations manufacture multiple types of innersprings, including our higher-value fabric-encased innerspring cores and perimeter support.

Spühl, located in St. Gallen, Switzerland, produces wire forming equipment, designed primarily for our own bedding operations. These versatile, high-speed machines produce innersprings of various diameters including our fabricencased ComfortCore® and Quantum® Edge innersprings.

In 2021, we expanded our capabilities by acquiring a leading provider of specialty foam and finished mattresses in Ireland and the UK.



Major Operations

Croatia—Prelog Ireland—Dublin UK—Barnsley

Adjustable Bed

www.lpadjustablebeds.com

We are the largest U.S. producer of adjustable beds sold primarily to bedding retailers. We have three production locations in North America along with industry leading research and development and global sourcing capabilities.

We create adjustable beds that provide relaxation and rejuvenation while offering a host of innovative features. Our adjustable beds can be found in retail furniture stores and bedding stores across the country, as well as online.



Major Operations

Florida—Plant City Kentucky—Georgetown Mexico—Juarez

Machinery

www.gsgcompanies.com www.leggettmachines.com

We are the world's leading provider of a full range of industrial quilting and sewing machinery. Our operations develop, produce, and source advanced quilting, sewing, glue-drying and mattress packaging equipment designed to improve production efficiency and product quality for our customers who make finished bedding. Our experience enables us to provide customized solutions for a broad base of customers throughout the world.



Major Operations

Florida—Sunrise Missouri—Carthage Croatia—Prelog

SPECIALIZED PRODUCTS

Automotive Group

Global Leader in Technology for Seating Comfort

Customers

Auto OEMs

Tier 1 Suppliers: Adient Forvia Lear

Competitors

Comfort: Brose Gentherm (Alfmeier) Lear (Kongsberg)

Many cable, motor, actuator and electronic/software producers

Major Operations

Missouri—Carthage
Austria—Berndorf
Belgium—Wevelgem
Canada—London, Windsor

China—Changsha, Wuxi, Zhaoqing

Mexico—Juarez

www.leggett-automotive.com

As a global leader in automotive seating comfort systems and suspension components, we continue to meet the ever-changing requirements of the industry. Our Automotive business is closely aligned with the long-term changes in the market. These changes include the development of new technologies and applications such as hybrid and electric vehicles and connectivity between vehicles and electronic devices. We are investing in the capabilities needed for continued success in the changing market and to ensure our business remains competitive for years to come.

We are aligned with trends of increasing consumer demand for comfort and convenience features. Automakers are focused on areas where we have unique capabilities:

- · Adding more powered features throughout the vehicle
- Focusing on lighter-weight and smaller-sized components
- · Increasing the number of global programs
- Directing more component sourcing themselves

Our advantages in this space are rooted in deep industry knowledge and customer engagement. Leggett is known as the leader in technology for seating comfort, and we have extended our capabilities into other comfort and convenience applications such as powered rear lift gates, third-row seat fold and tumble systems and door handle presenters. We have a global footprint with the ability to engineer, manufacture, and deliver products around the world. Our incumbency with customers gives us a front row seat in the fast-changing industry, providing the insight necessary for what component features, electronics, and software will do to enhance the user experience. These advantages have driven our growth, provided market leadership for our business, and created a basis for continued success.

Competitive Advantages • Engineering and technical prowess • Customization—deep customer engagement • Program launch and product reliability • Global footprint

SPECIALIZED PRODUCTS

Aerospace Products Group

A major provider of titanium and nickel alloy tubing, formed tube, and tube assemblies for the aerospace industry

Customers

We supply product to multiple tiers of suppliers within the supply chain, but primarily:

System integrators (Tier 1) Assemblers (Tier 2)

Competitors

Various small to mid-sized companies and some maker-users

Major Operations

California—Poway
Connecticut—Middletown
Washington—Kirkland
France—Nanterre, Samer
UK—Dunstable, Salisbury

www.leggettaerospace.com

We produce welded and seamless tubing and specialty formed products from titanium, nickel alloy, stainless steel, and other high strength metals for leading aerospace suppliers. Requirements regarding weight, corrosion, wear, and extreme temperature differentials necessitate the use of these advanced alloys. We also produce tube assemblies and perform precision machining for aerospace applications. Our products are utilized in demanding environments where product integrity and durability are paramount. They are integral components of critical aircraft systems, including for fuel, hydraulic, pneumatic, environmental, life support, stability and cooling.

Our global market focus is fluid conveyance systems (air and liquid) within the airframe and engine on commercial and defense aircraft.

Competitive Advantages

- Reliable quality and delivery
- U.S. and European footprint
- Vertical integration
- Core capability in exotic metals for high-pressure, high-temperature applications













SPECIALIZED PRODUCTS

Hydraulic Cylinders Group

A leading global manufacturer of engineered hydraulic cylinders used in mobile equipment applications and heavy construction equipment

Addressable Market

~\$5 Billion

Customers

Caterpillar
JLG (Oshkosh)
Mitsubishi Caterpillar Forklift
Toyota Industrial Equipment
Volvo

Competitors

Various small to mid-sized manufacturers

Self-supply by certain OEMs

Large OEM providers with comprehensive adjacent product portfolios

Major Operations

North Carolina—Beulaville China—Ningbo Germany—Eschwege India—Chennai UK—Cramlington www.phc-global.com www.pacoma.com

We are a leading supplier of hydraulic cylinders for material handling and heavy construction equipment markets. We design, engineer, and manufacture single-acting and double acting cylinders for:

- mobile equipment applications such as lift trucks, forklifts, truck-mounted cranes, and aerial work platforms
- heavy construction equipment such as wheeled loaders, dump trucks, and excavators.

Our products often operate in demanding environments where equipment dependability is vital in maintaining the safety of personnel and goods.

In 2022, we entered the heavy construction equipment market through an acquisition that built scale in our hydraulic cylinders business.

Competitive Advantages

- Comprehensive engineering and design capabilities
- Strong reputation for quality and reliability
- Global footprint allows for quick turnaround and JIT delivery











FURNITURE, FLOORING & TEXTILE PRODUCTS

Home Furniture Group

A leading producer of recliner mechanisms, seating systems and sofa sleeper units for the upholstered furniture industry

Customers

We serve accounts of all sizes around the world and our major U.S. customers include:

American Leather

Ashley Furniture

Bassett

Best Home Furniture

Flexsteel

La-Z-Boy

Southern Motion

Competitors

Primarily Chinese producers

Self-supply by selected brands

www.lpfurniturecomponents.com

Leggett & Platt is recognized as a leading global producer of furniture components for the upholstered furniture industry. Our products enhance comfort, motion and style in upholstered furniture and include recliner mechanisms, seating support systems, and sofa sleeper units. Our operations are strategically located around the world to efficiently supply upholstered furniture manufacturers.

Competitive Advantages

- Global presence with international manufacturing, product development, distribution and sales
- Established reputation for high quality products combined with exceptional service





Major Operations

Kentucky—Leitchfield Mississippi—Tupelo North Carolina— Greensboro, High Point China—Jiaxing

Work Furniture Group

A major U.S.-based producer of work furniture components and private-label finished goods for collaborative seating

Customers

Fritz Hansen

Haworth

Hay

HNI

MillerKnoll

Steelcase

Competitors

Bock

Cofemo

Donati

www.lpworkfurniture.com

Our Work Furniture business produces select lines of private-label finished seating and value -added components. Our components include surface-critical bent tube assemblies and molded plywood components, as well as chair mechanisms, bases, arms, seats and backs.

Our products support solutions for collaborative settings for home, offices, and alternative spaces. Outsourcing production to us enables our customers to focus on brand and design.

Competitive Advantages

- Global manufacturing and supply chain management
- Recognized leader in design and production of components and privatelabel finished seating
- Product line breadth
- Longstanding customer relationships
- Ability to meet exacting quality standards





Major Operations

Michigan—Grand Rapids
North Carolina—Greensboro
Canada—Waterloo
China—Foshan
Italy—Treviso

Poland—Poznan

FURNITURE, FLOORING & TEXTILE PRODUCTS

Flooring & Textile Products Group

Leading U.S. supplier of flooring underlayment and non-fashion construction fabrics Leading North American supplier of geo components

Customers

Flooring retailers and distributors

Home improvement retailers

Competitors

Carpenter

Future Foam

Mohawk

Regional producers

Flooring Products

www.lpflooringproducts.com

We manufacture and distribute foam, rubber, and fiber-based flooring underlayment for residential and commercial use. Our flooring underlayment products provide support, cushioning and noise reduction under carpet, laminate, engineered wood, floating hardwood, luxury vinyl tile and ceramic tile.

Competitive Advantages

- Multiple locations geographically disbursed
- Wide range of products allow for combined shipments and reduced lead times



Major Operations

California—Tracy
Illinois—Chicago, Morris
Mississippi—Houston
North Carolina—Statesville
Pennsylvania—Berwick
Texas—Ft. Worth

Customers

Bedding & upholstered furniture manufacturers

Filtration & building product distributors

Drapery manufacturers

Contractors, landscapers, road construction companies

Government agencies for infrastructure projects

Home improvement retailers

Competitors

ACF

Midwest Filtration

Nutex Concepts

OXCO

Regional distributors

Textile Products

www.hanescompanies.com www.hanesgeo.com

Fabric: We dye, finish, and convert (cut to various sizes) textiles into components used by manufacturers of bedding, upholstered furniture, and home furnishings accessories. Our operations also encompass other markets, including automotive, filtration, construction, and packaging.

Geo Components: We convert and distribute a wide range of products for erosion control, subgrade stabilization, and storm water management. Our Geo Components portfolio includes geotextile fabrics, erosion control blankets, silt fencing, geogrids, weed barrier fabrics, and a wide range of related products.

Competitive Advantages

- Global sourcing and purchasing leverage in non-woven fabrics provides opportunities for a wide range of products at competitive prices
- In-house textile dyeing and finishing provide a vertical advantage in product quality, consistency, and pricing of woven textile products
- Multiple locations geographically dispersed in the U.S. and Canada





Major Operations

Georgia—Calhoun

North Carolina—Conover,

Winston-Salem

Canada—Edmonton,

Montreal, Toronto

Segments



Bedding Products

39% of 2024e net trade sales



Components

- Mattress springs
- Specialty bedding foams
- Semi-finished mattresses
- Drawn steel wire
- o Steel rod



Finished Products

- Private label compressed mattresses
- Mattress toppers and pillows
- o Adjustable beds
- o Foundations



29% of 2024e net trade sales



Automotive

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



Aerospace

- o Tubing
- Tube assemblies
- o Flexible joints



Hydraulic Cylinders

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



32% of 2024e net trade sales



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

Historical Segment Data

Overall = EBIT / Trade Sales

				ull Year				r	200	17	-		200	18			200	19			201	0	- 1		201	1	
	2005	2006	2007	2008	2009	2010	2011	1Q07	2Q07	3Q07	4Q07	1Q08	2Q08	3Q08	4Q08	1Q09	2Q09	3Q09	4Q09	1Q10	2Q10	3Q10	4Q10	1Q11	2Q11	3Q11	4Q11
Net Trade Sales																											
Residential Furnishings	2214	2336	2238	2102	1685	1739	1828	584	562	564	530	518	552	576	456	412	418	441	414	432	455	442	410	458	465	470	435
Commercial Fixturing & Components	870	851	820	697	487	531	502	191	211	236	182	187	179	195	135	114	131	142	100	141	141	149	101	128	137	141	97
Industrial Materials	561	504	523	658	438	498	617	121	131	134	137	140	170	203	145	104	103	115	115	115	132	127	124	146	166	157	148
Specialized Products	<u>551</u>	<u>576</u>	669	619	446	<u>591</u>	689	<u>152</u>	166	<u>159</u>	192	<u>153</u>	162	158	<u>146</u>	88	106	112	<u>141</u>	128	146	149	<u>168</u>	165	176	173	<u>175</u>
Sum	4197	4267	4250	4076	3055	3359	3636	1048	1071	1092	1040	998	1063	1132	883	718	757	810	770	816	874	867	802	896	945	941	854
Sales Growth (Net Trade Sales)																											
Organic		(0.9%)	(2.6%)	(4.0%)	(24.4%)	10.8%	8.2%	(1.8%)	(3.0%)	(4.4%)	(1.0%)	(6.2%)	(0.5%)	4.3%	(14.1%)	(27.0%)	(28.0%)	(28.0%)	(12.6%)	13.8%	15.6%	8.2%	5.9%	9.8%	8.1%	8.4%	6.3%
Acquisition (net)		2.5%	2.2%	(0.1%)	(0.6%)	(0.8%)	0.0%	1.8%	2.3%	2.3%	2.3%	1.5%	(0.2%)	(0.7%)	(1.0%)	(1.0%)	(0.8%)	(0.5%)	(0.2%)	(0.1%)	(0.2%)	(1.2%)	(1.7%)	(0.1%)	0.0%	0.2%	0.2%
Sum		1.7%	(0.4%)	(4.1%)	(25.0%)	10.0%	8.2%	0.0%	(0.7%)	(2.1%)	1.4%	(4.7%)	(0.7%)	3.7%	(15.1%)	(28.1%)	(28.8%)	(28.5%)	(12.8%)	13.7%	15.4%	7.0%	4.2%	9.7%	8.1%	8.6%	6.5%
Net Total Sales			/																								
Residential Furnishings	2237	2358	2254	2120	1693	1747	1836	588	565	567	533	523	558	580	460	414	420	443	416	434	457	444	411	460	468	472	437
Commercial Fixturing & Components Industrial Materials	886	861	837	711	491	535	507	195	218	239	186	192	184	200	136	116	131	143	101	142	142	150	102	129	139	142	98
Specialized Products	886 610	784 621	776 715	966 682	647 501	725 629	857 736	191 163	196 178	199 173	189 201	213 169	247 180	293 172	213 161	165 104	153 120	172 125	157 152	177 136	195 156	183 160	170 177	210 175	229 187	217 188	201 187
Sum	4619	4623	4582	4479	3332	3636	3937	1137	1158	1179	1109	1096	1169	1245	970	799	824	884	826	890	950	936	860	974	1022	1018	922
ouiii	4010	4020	4002	447.5	0002	0000	0001	1107	1100		1103	1000	1100	12-10	3.0	100	024	004	020	000	300	300	000	314	.022	1010	322
Organic Growth (Net Total Sales)																											
Residential Furnishings		0.0%	(6.4%)	(5.2%)	(18.9%)	3.2%	5.0%	(3.3%)	(6.6%)	(8.6%)	(7.1%)	(11.0%)	(1.2%)	3.1%	(11.9%)	(19.3%)	(23.0%)	(22.5%)	(9.2%)	4.9%	8.8%	0.1%	(1.0%)	5.8%	2.3%	6.2%	5.8%
Commercial Fixturing & Components		(0.7%)	(2.7%)	(15.5%)	(30.6%)	8.8%	(5.1%)	(5.4%)	(1.5%)	(3.2%)	(0.6%)	(3.8%)	(15.7%)	(16.1%)	(27.2%)	(38.5%)	(28.8%)	(28.3%)	(25.5%)	22.7%	7.9%	4.3%	0.6%	(9.0%)	(2.1%)	(5.2%)	(3.8%)
Industrial Materials		(8.8%)	(3.4%)	23.9%	(33.1%)	16.4%	18.3%	(5.0%)	(2.4%)	(3.5%)	(2.7%)	7.7%	26.6%	47.1%	12.6%	(22.4%)	(38.3%)	. ,	(26.3%)	7.8%	28.6%	12.7%	17.6%	19.3%	17.7%	18.3%	17.9%
Specialized Products		(0.3%)	10.8%	(5.4%)	(26.5%)	25.4%	16.9%	9.3%	5.9%	11.2%	16.5%	0.7%	0.8%	(0.7%)	(19.7%)	(38.2%)	(33.2%)	(27.5%)	(5.8%)	30.5%	29.9%	28.0%	16.3%	28.0%	19.5%	17.4%	5.7%
EBIT																											
Residential Furnishings	154.9	230.6	174.3	150.7	90.3	159.7	137.5	56.4	42.3	50.0	25.6	37.3	48.6	61.8	3.0	(7.1)	24.1	39.1	34.2	49.1	44.9	38.3	27.4	42.1	41.2	33.5	20.7
Commercial Fixturing & Components	34.0	59.7	(104.4)	14.4	7.6	23.1	15.7	7.9	14.7	19.5	(146.5)	7.8	8.9	9.3	(11.6)	(3.3)	1.7	11.0	(1.8)	7.9	8.7	10.0	(3.5)	8.2	7.5	6.7	(6.7)
Industrial Materials	103.3	55.3	54.6	95.5	60.3	55.2	28.4	13.1	13.4	16.4	11.7	18.5	23.2	34.0	19.8	13.0	13.8	21.8	11.7	13.4	16.8	14.6	10.4	14.0	13.6	11.7	(10.9)
Specialized Products	34.2	46.9	70.2	44.7	17.3	66.2	77.0	15.2	19.0	18.3	17.7	15.0	15.8	11.8	2.1	(8.5)	1.7	8.9	15.2	8.4	18.8	19.2	19.8	18.1	21.4	20.6	16.9
Intersegment Eliminations	(5.5)	1.8	0.7	(11.1)	(12.0)	(1.2)	(6.8)	(0.7)	(1.8)	0.1	3.1	(4.7)	(2.6)	(1.0)	(2.8)	6.8	(19.5)	(1.8)	2.5	0.5	(1.9)	(1.2)	1.4	(2.7)	(1.1)	(1.8)	(1.2)
LIFO	23.9	(7.4)	1.1	(61.9)	66.8	(15.0)	(14.0)	8.0	8.0	2.2	(2.7)	(3.6)	(11.5)	(19.7)	(27.1)	17.0	19.0	16.0	14.8	(2.1)	(2.2)	(5.3)	(5.4)	(5.5)	(3.5)	0.9	(5.9)
Sum	344.8	386.9	196.5	232.3	230.3	288.0	237.8	92.7	88.4	106.5	(91.1)	70.3	82.4	96.2	(16.6)	17.9	40.8	95.0	76.6	77.2	85.1	75.6	50.1	74.2	79.1	71.6	12.9
EBIT Margin																											
Residential Furnishings	6.9%	9.8%	7.7%	7.1%	5.3%	9.1%	7.5%	9.6%	7.5%	8.8%	4.8%	7.1%	8.7%	10.7%	0.7%	(1.7%)	5.7%	8.8%	8.2%	11.3%	9.8%	8.6%	6.7%	9.2%	8.8%	7.1%	4.7%
Commercial Fixturing & Components	3.8%	6.9%	(12.5%)	2.0%	1.5%	4.3%	3.1%	4.1%	6.8%	8.1%	(78.9%)	4.1%	4.8%	4.7%	(8.5%)	(2.9%)	1.3%	7.7%	(1.8%)	5.6%	6.1%	6.7%	(3.4%)	6.4%	5.4%	4.7%	(6.9%)
Industrial Materials	11.7%	7.1%	7.0%	9.9%	9.3%	7.6%	3.3%	6.9%	6.8%	8.2%	6.2%	8.7%	9.4%	11.6%	9.3%	7.9%	9.0%	12.7%	7.4%	7.6%	8.6%	8.0%	6.1%	6.7%	5.9%	5.4%	(5.4%)
Specialized Products	5.6%	7.6%	9.8%	6.6%	3.5%	10.5%	10.5%	9.3%	10.7%	10.6%	8.8%	8.9%	8.8%	6.9%	1.3%	(8.1%)	1.4%	7.1%	10.0%	6.2%	12.1%	12.0%	11.2%	10.4%	11.5%	11.0%	9.0%
Overall	8.2%	9.1%	4.6%	5.7%	7.5%	8.6%	6.5%	8.8%	8.3%	9.8%	(8.8%)	7.0%	7.8%	8.5%	(1.9%)	2.5%	5.4%	11.7%	10.0%	9.5%	9.7%	8.7%	6.2%	8.3%	8.4%	7.6%	1.5%
Segments = EBIT / Total Sales								•			•																

Historical Segment Financial Data Continuing Operations

			2012					2013					2014		
	1Q12	2Q12	3Q12	<u>4Q12</u>	FY12	<u>1Q13</u>	2Q13	3Q13	4Q13	FY13	<u>1Q14</u>	<u>2Q14</u>	<u>3Q14</u>	4Q14	FY14
Net Trade Sales 1															
Residential Products	339.4	328.7	341.5	314.8	1,324.4	332.9	343.5	358.7	338.0	1,373.1	341.6	381.6	446.2	404.8	1,574.2
Industrial Products	150.7	150.7	139.8	117.7	558.9	143.2	138.9	129.7	117.8	529.6	125.1	135.6	124.2	107.1	492.0
Furniture Products	225.2	216.7	211.6	210.0	863.5	214.6	212.8	214.4	214.4	856.2	215.2	221.4	225.3	241.4	903.3
Specialized Products	160.2	171.2	170.0	166.3	667.7	170.1	184.4	174.8	189.0	718.3	193.6	217.5	201.7	200.0	812.8
Sum	875.5	867.3	862.9	808.8	3,414.5	860.8	879.6	877.6	859.2	3,477.2	875.5	956.1	997.4	953.3	3,782.3
Sales Growth (Net Trade Sales)															
Organic	7.1%	(0.6%)	(0.4%)	(1.4%)	1.1%	(2.3%)	0.8%	0.2%	3.9%	0.6%	(0.1%)	6.9%	8.6%	6.2%	5.4%
Acquisition	2.0%	2.4%	2.3%	2.3%	2.3%	0.6%	0.6%	1.5%	2.3%	1.2%	1.8%	1.8%	5.1%	4.8%	3.4%
Divestiture	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Sum	9.1%	1.8%	1.9%	0.9%	3.4%	(1.7%)	1.4%	1.7%	6.2%	1.8%	1.7%	8.7%	13.7%	11.0%	8.8%
Net Total Sales ¹															
Residential Products	344.6	333.8	345.8	319.4	1,343.6	338.0	349.2	363.1	343.9	1,394.2	346.9	387.2	450.0	409.0	4 505 4
Industrial Products	223.6	218.8	200.8	174.6	817.8	209.4	204.0	195.3	181.1	789.8	196.3	207.5	452.3 212.8	196.7	1,595.4
Furniture Products	230.0	210.0	217.0	214.7	883.5	219.5	217.2	219.2	219.2	875.1	221.6	234.0	239.6	257.4	813.3 952.6
Specialized Products	161.1	172.0	170.7	166.9	670.7	170.8	185.1	175.6	189.5	721.0	194.2	218.3	203.6	200.9	817.0
Sum	959.3	946.4	934.3	875.6	3,715.6	937.7	955.5	953.2	933.7	3,780.1	959.0	1,047.0	1,108.3	1,064.0	4,178.3
Organic Growth (Net Total Sales)	= 40:	(0.00()	(0.00()	4 40.	0.75	(0.40::		4.00:	= 00:	0.50		40.00:	40 70:	= ac:	
Residential Products	5.1%	(3.3%)	(0.3%)	1.4%	0.7%	(2.1%)	4.4%	4.8%	7.2%	3.5%	2.4%	10.2%	13.7%	7.9%	8.7%
Industrial Products	6.2%	(5.1%)	(8.3%)	(14.1%)	(5.3%)	(8.5%)	(8.6%)	(5.2%)	1.8%	(5.5%)	(6.2%)	1.7%	8.9%	8.6%	3.0%
Furniture Products	9.4%	3.6%	2.4% 6.0%	3.2%	4.6%	(4.5%) 6.0%	(2.1%) 7.2%	1.0%	2.1% 5.1%	1.0%	0.9% 5.0%	7.8% 10.8%	9.3% 13.6%	16.0% 6.0%	8.5% 8.8%
Specialized Products	9.1%	9.0%	6.0%	4.0%	7.0%	6.0%	1.2%	(1.6%)	5.1%	4.1%	5.0%	10.6%	13.0%	6.0%	0.0%
EBIT 1,2															
Residential Products	24.5	27.7	26.2	23.3	101.7	19.7	26.4	29.0	26.5	101.6	33.9	36.9	11.2	6.4	88.4
Industrial Products	11.7	15.3	21.9	18.8	67.7	19.4	18.3	17.9	(2.0)	53.6	7.4	9.1	14.7	12.8	44.0
Furniture Products	21.8	20.3	17.7	18.9	78.7	19.3	17.8	21.1	19.7	77.9	19.6	22.4	21.2	18.8	82.0
Specialized Products	14.6	23.1	21.7	17.5	76.9	22.3	28.5	21.0	(40.5)	31.3	26.6	34.1	29.1	29.7	119.5
Intersegment Eliminations & other	(0.8)	(0.5)	0.1	0.6	(0.6)	(2.2)	0.5	10.4	1.5	10.2	(1.7)	(0.3)	(0.8)	0.4	(2.4)
Sum	71.8	85.9	87.6	79.1	324.4	78.5	91.5	99.4	5.2	274.6	85.8	102.2	75.4	68.1	331.5
EBIT Margin '															
Residential Products	7.1%	8.3%	7.6%	7.3%	7.6%	5.8%	7.6%	8.0%	7.7%	7.3%	9.8%	9.5%	2.5%	1.6%	5.5%
Industrial Products	5.2%	7.0%	10.9%	10.8%	8.3%	9.3%	9.0%	9.2%	(1.1%)	6.8%	3.8%	4.4%	6.9%	6.5%	5.4%
Furniture Products	9.5%	9.2%	8.2%	8.8%	8.9%	8.8%	8.2%	9.6%	9.0%	8.9%	8.8%	9.6%	8.8%	7.3%	8.6%
Specialized Products	9.1%	13.4%	12.7%	10.5%	11.5%	13.1%	15.4%	12.0%	(21.4%)	4.3%	13.7%	15.6%	14.3%	14.8%	14.6%
Overall	8.2%	9.9%	10.2%	9.8%	9.5%	9.1%	10.4%	11.3%	0.6%	7.9%	9.8%	10.7%	7.6%	7.1%	8.8%
Segments = EBIT / Total Sales				,.					,.					,	
Overall = EBIT / Trade Sales															
EBITDA 1,2															
Residential Products															131.1
Industrial Products															57.9
Furniture Products															98.8
Specialized Products															148.0
Intersegment Elims & Unallocated D&A															13.6
Sum															449.4
EBITDA Margin '															
Residential Products															8.2%
Industrial Products	1														7.1%
Furniture Products	1														10.4%
Specialized Products															18.1%
Overall															11.9%
Segments = EBITDA / Total Sales				•	-				•					•	
Overall = EBITDA / Trade Sales															
	1 Evoludos	diecontinu	ed operati	one											

¹ Excludes discontinued operations.

² LIFO impact is now recognized within the segment to which it relates.

Historical Segment Financial Data Continuing Operations (adjusted for unusual items) ³

Net Trade Sales Net Trade
Residential Products
Industrial Products
Puriture Products 225.2 216.7 211.6 210.0 863.5 67.7 170.1 184.4 174.4 189.0 718.3 193.6 217.5 201.7 200.0 812.8 Sum 867.5 867.3 862.9 808.8 3,414.5 860.8 879.6 877.6 859.2 3,477.2 875.5 956.1 997.4 290.0 812.8 Sum 875.5 867.3 862.9 808.8 3,414.5 860.8 879.6 877.6 859.2 3,477.2 875.5 956.1 997.4 290.0 812.8 3,472.2 875.5 867.3 862.9 808.8 3,414.5 860.8 879.6 877.6 859.2 3,477.2 875.5 956.1 997.4 290.0 812.8 3,472.2 875.5 956.1 997.4 290.0 812.8 3,472.2 875.5 956.1 997.4 290.0 812.8 3,472.2 875.5 956.1 997.4 290.0 812.8 3,472.2 875.5 956.1 997.4 295.3 3,782.3 3
Specialized Products 16(2 171.2 170.0 166.3 667.7 170.1 184.4 174.8 189.0 718.3 193.6 217.5 201.7 200.0 812.8 3,782.3
Sales Growth (Net Trade Sales)
Sales Growth (Net Trade Sales) Crganic C
Organic 7.1% (0.6%) (0.4%) (1.4%) 1.1% (2.3%) 0.8% 0.2% 3.9% 0.6% (0.1%) 6.9% 8.6% 6.2% 5.4% Acquisition 2.0% 2.4% 2.3% 2.3% 2.3% 0.6% 0.6% 1.5% 2.3% 1.2% 1.2% 1.8% 1.1% 5.1% 4.8% 3.4% (1.7%) 8.7% 1.2% 1.2% 1.2% 1.2% 1.2% 1.2% 1.2% 1.2
Acquisition Divestiture Divest
Net Total Sales Sum
Net Total Sales Sum
Net Total Sales
Residential Products 344.6 333.8 345.8 319.4 1,343.6 338.0 349.2 363.1 343.9 1,394.2 346.9 387.2 452.3 409.0 1,595.4
Industrial Products 223.6 218.8 200.8 174.6 817.8 209.4 204.0 195.3 181.1 789.8 196.3 207.5 212.8 196.7 813.3
Furniture Products 230.0 221.8 217.0 214.7 883.5 219.5 217.2 219.2 219.2 875.1 221.6 234.0 239.6 257.4 952.6 Specialized Products 959.3 946.4 934.3 875.6 3,715.6 937.7 955.5 953.2 933.7 3,780.1 959.0 1,047.0 1,108.3 1,064.0 4,178.3 Organic Growth (Net Total Sales) Residential Products 5.1% (3.3%) (0.3%) 1.4% 0.7% (2.1%) 4.4% 4.8% 7.2% 3.5% 2.4% 10.2% 13.7% 7.9% 8.7% 1,045.10 1,045.20 1,047.0 1,04
Specialized Products 161.1 172.0 170.7 166.9 670.7 170.8 185.1 175.6 189.5 721.0 194.2 218.3 203.6 200.9 817.0 200.0
Sum 959.3 946.4 934.3 875.6 3,715.6 937.7 955.5 953.2 933.7 3,780.1 959.0 1,047.0 1,108.3 1,064.0 4,178.3
Organic Growth (Net Total Sales) Residential Products 5.1% (3.3%) (0.3%) 1.4% 0.7% (2.1%) 4.4% 4.8% 7.2% 3.5% 2.4% 10.2% 13.7% 7.9% 8.7% Industrial Products 6.2% (5.1%) (8.3%) (14.1%) (5.3%) (8.5%) (8.6%) (5.2%) 1.8% (5.5%) (6.2%) 1.7% 8.9% 8.6% 3.0% Furniture Products 9.4% 3.6% 2.4% 3.2% 4.6% (4.5%) (2.1%) 1.0% 2.1% 1.0% 9.3% 16.0% 8.5% Specialized Products 9.1% 9.0% 6.0% 4.0% 7.0% 6.0% 7.2% (1.6%) 5.1% 4.1% 5.0% 10.8% 13.6% 6.0% 8.8% EBIT **-* Residential Products 11.7 15.3 21.9 18.8 67.7 19.4 18.3 17.9 26.5 101.6 33.9 36.9 42.6 28.4
Residential Products 5.1% (3.3%) (0.3%) 1.4% 0.7% (2.1%) 4.4% 4.8% 7.2% 3.5% 2.4% 10.2% 13.7% 7.9% 8.7% 10.00
Industrial Products
Furniture Products Specialized Products 9.4% 3.6% 2.4% 3.2% 4.6% (4.5%) (2.1%) 1.0% 2.1% 1.0% 0.9% 7.8% 9.3% 16.0% 8.5% Specialized Products 9.1% 9.0% 6.0% 4.0% 7.0% 6.0% 7.2% (1.6%) 5.1% 4.1% 5.0% 10.8% 13.6% 6.0% 8.8% EBIT '-
Specialized Products 9.1% 9.0% 6.0% 4.0% 7.0% 6.0% 7.2% (1.6%) 5.1% 4.1% 5.0% 10.8% 13.6% 6.0% 8.8%
Residential Products 24.5 27.7 26.2 23.3 101.7 19.7 26.4 29.0 26.5 101.6 33.9 36.9 42.6 28.4 141.8 Industrial Products 11.7 15.3 21.9 18.8 67.7 19.4 18.3 17.9 (2.0) 53.6 7.4 9.1 14.7 12.8 44.0 Furniture Products 21.8 20.3 17.7 18.9 78.7 19.3 17.8 21.1 19.7 77.9 19.6 22.4 21.2 18.8 82.0 Specialized Products 14.6 23.1 21.7 17.5 76.9 22.3 28.5 21.0 26.3 98.1 26.6 34.1 29.1 29.7 119.5 Intersegment Eliminations & other (0.8) (0.5) 0.1 0.6 (0.6) (2.2) 0.5 1.7 1.5 1.5 (1.7) (0.3) (0.8) 0.4 (2.4) Sum
Residential Products 24.5 27.7 26.2 23.3 101.7 19.7 26.4 29.0 26.5 101.6 33.9 36.9 42.6 28.4 141.8 Industrial Products 11.7 15.3 21.9 18.8 67.7 19.4 18.3 17.9 (2.0) 53.6 7.4 9.1 14.7 12.8 44.0 Eurniture Products 21.8 20.3 17.7 18.9 78.7 19.3 17.8 21.1 19.7 77.9 19.6 22.4 21.2 18.8 82.0 Specialized Products 14.6 23.1 21.7 17.5 76.9 22.3 28.5 21.0 26.3 98.1 26.6 34.1 29.1 29.7 19.5 Intersegment Eliminations & other (0.8) (0.5) 0.1 0.6 (0.6) (2.2) 0.5 1.7 1.5 1.5 (1.7) (0.3) (0.8) 0.4 (2.4) Sum
Industrial Products 11.7 15.3 21.9 18.8 67.7 19.4 18.3 17.9 (2.0) 53.6 7.4 9.1 14.7 12.8 44.0
Furniture Products 21.8 20.3 17.7 18.9 78.7 19.3 17.8 21.1 19.7 77.9 19.6 22.4 21.2 18.8 82.0 Specialized Products 14.6 23.1 21.7 17.5 76.9 22.3 28.5 21.0 26.3 98.1 26.6 34.1 29.1 29.7 119.5 Intersegment Eliminations & other (0.8) (0.5) 0.1 0.6 (0.6) (2.2) 0.5 1.7 1.5 1.5 (1.7) (0.3) (0.8) 0.4 (2.4) Sum 85.9 87.6 79.1 324.4 78.5 91.5 90.7 72.0 332.7 85.8 102.2 106.8 90.1 384.9
Specialized Products 14.6 23.1 21.7 17.5 76.9 22.3 28.5 21.0 26.3 98.1 26.6 34.1 29.1 29.7 119.5 Intersegment Eliminations & other Sum 17.8 85.9 87.6 79.1 324.4 78.5 91.5 90.7 72.0 332.7 85.8 102.2 106.8 90.1 384.9
Intersegment Eliminations & other (0.8) (0.5) 0.1 0.6 (0.6) (2.2) 0.5 1.7 1.5 1.5 (1.7) (0.3) (0.8) 0.4 (2.4) (2.4) (3.4) 78.5 91.5 90.7 72.0 332.7 85.8 102.2 106.8 90.1 384.9
EBIT Margin '
Residential Products 7.1% 8.3% 7.6% 7.3% 7.6% 5.8% 7.6% 8.0% 7.7% 7.3% 9.8% 9.5% 9.4% 6.9% 8.9%
Industrial Products 5.2% 7.0% 10.9% 10.8% 8.3% 9.3% 9.0% 9.2% (1.1%) 6.8% 3.8% 4.4% 6.9% 6.5% 5.4%
Furniture Products 9.5% 9.2% 8.2% 8.8% 8.9% 8.9% 8.8% 9.6% 9.0% 8.9% 8.8% 9.6% 8.8% 7.3% 8.6%
Specialized Products 9.1% 13.4% 12.7% 10.5% 11.5% 13.1% 15.4% 12.0% 13.9% 13.6% 13.7% 15.6% 14.3% 14.8% 14.6%
Overall 8.2% 9.9% 10.2% 9.8% 9.5% 9.1% 10.4% 10.3% 8.4% 9.6% 9.8% 10.7% 10.7% 9.5% 10.2%
Segments = EBIT / Total Sales Overall = EBIT / Trade Sales
2004
EBITDA ^{1,2}
Residential Products 184.5
Industrial Products 57.9
Furniture Products 98.8
Specialized Products 148.0 Intersegment Elims & Unallocated D&A 13.6
1530 Sum 50.8
EBITDA Margin 1
Residential Products 11.6%
Residential Products 11.6% Industrial Products 7.1%
Residential Products Industrial Products Furniture Products 11.6% 7.1% 10.4%
Residential Products 11.6% Industrial Products 7.1%
Residential Products 11.6% Industrial Products 7.1% Furniture Products 10.4% Specialized Products 18.1%

¹ Excludes discontinued operations

² LIFO impact recognized within the segment to which it relates.

Segment Financial Data Continuing Operations

			2015		T			2016					2017					2018					2019		
	1Q15	2Q15	3Q15	4Q15	FY15	1Q16	2Q16	3Q16	4Q16	FY16	1Q17	2Q17	3Q17	4Q17	FY17	1Q18	2Q18	3Q18	4Q18	FY18	1Q19	2Q19	3Q19	4Q19	FY19
Net Trade Sales 1																									
Bedding Products	445.2	429.9	449.7	399.2	1,724.0	393.6	384.6	389.4	353.3	1,520.9	391.1	388.9	420.9	404.0	1,604.9	427.7	453.3	479.7	434.6	1,795.3	554.3	568.4	601.4	530.2	2,254.3
Specialized Products	204.3	214.9	210.0	211.6	840.8	219.8	235.4	219.7	224.9	899.8	234.4	238.4	227.8	234.9	935.5	267.4	275.9	253.5	259.5	1,056.3	262.9	267.0	267.2	269.7	1,066.8
Furniture, Flooring & Textile Products	316.7 966.2	352.5 997.3	349.4 1.009.1	333.8 944.6	1,352.4	325.0 938.4	338.9 958.9	339.8 948.9	325.5 903.7	1,329.2 3,749.9	334.8 960.3	362.0 989.3	361.0 1.009.7	345.6 984.5	1,403.4 3.943.8	333.7 1.028.8	373.3 1.102.5	358.3 1.091.5	352.6 1.046.7	1,417.9 4,269.5	337.9	377.8 1.213.2	370.7 1.239.3	345.0 1.144.9	1,431.4 4.752.5
Sum	966.2	997.3	1,009.1	944.6	3,917.2	938.4	958.9	948.9	903.7	3,749.9	960.3	989.3	1,009.7	984.5	3,943.8	1,028.8	1,102.5	1,091.5	1,046.7	4,269.5	1,155.1	1,213.2	1,239.3	1,144.9	4,/52.5
Sales Growth (Net Trade Sales)																									
Organic	5.6%	(0.7%)	(0.7%)	(2.4%)	0.3%	(1.3%)	(1.1%)	(2.3%)	(1.1%)	(1.4%)	3.9%	3.7%	6.2%	9.0%	5.6%	5.7%	10.0%	5.8%	3.4%	6.2%	(0.6%)	(5.6%)	(2.2%)	(4.1%)	(3.1%)
Acquisition	4.8%	5.0%	1.9%	1.6%	3.3%	1.2%	0.4%	0.5%	0.7%	0.7%	1.1%	1.7%	1.9%	1.9%	1.7%	2.4%	2.8%	2.7%	2.9%	2.7%	12.9%	15.6%	15.7%	13.4%	14.4%
Divestiture	0.0%	0.0%	0.0%	(0.1%)	0.0%	(2.8%)	(3.2%)	(4.2%)	(3.9%)	(3.6%)	(2.7%)	(2.2%)	(1.7%)	(2.0%)	(2.1%)	(0.9%)	(1.4%)	(0.4%)	0.0%	(0.6%)	0.0%	0.0%	0.0%	0.0%	0.0%
Sum	10.4%	4.3%	1.2%	(0.9%)	3.6%	(2.9%)	(3.9%)	(6.0%)	(4.3%)	(4.3%)	2.3%	3.2%	6.4%	8.9%	5.2%	7.1%	11.4%	8.1%	6.3%	8.3%	12.3%	10.0%	13.5%	9.3%	11.3%
Net Total Sales 1																									
Bedding Products	460.2	443.4	463.6	412.8	1,780.0	405.6	394.8	399.7	363.8	1,563.9	403.1	399.9	431.6	415.8	1,650.4	439.2	465.2	490.2	447.3	1,841.9	564.5	578.6	612.2	540.3	2,295.6
Specialized Products	205.3	216.3	212.2	213.4	847.2	221.5	237.2	221.2	226.4	906.3	236.3	240.1	229.7	236.5	942.6	268.1	276.5	254.2	260.2	1,059.0	263.8	267.7	268.1	270.4	1,070.0
Furniture, Flooring & Textile Products	324.7	359.7	355.7	339.0	1,379.1	331.0	344.1	344.4	331.5	1,351.0	339.9	367.5	366.4	349.3	1,423.1	337.7	378.2	363.4	356.7	1,436.0	342.2	381.8	374.3	349.1	1,447.4
Sum	990.2	1,019.4	1,031.5	965.2	4,006.3	958.1	976.1	965.3	921.7	3,821.2	979.3	1,007.5	1,027.7	1,001.6	4,016.1	1,045.0	1,119.9	1,107.8	1,064.2	4,336.9	1,170.5	1,228.1	1,254.6	1,159.8	4,813.0
Organic Growth (Net Total Sales for 2015	5-2017. Net	Trade Sales	for 2018-)																					
Bedding Products	6.8%	0.1%	(3.2%)	(2.9%)	0.0%	(6.8%)	(5.0%)	(6.9%)	(4.8%)	(5.9%)	3.5%	4.5%	9.4%	15.3%	8.1%	9.3%	16.5%	14.0%	7.6%	11.9%	4.0%	(8.2%)	(8.6%)	(10.2%)	(5.9%)
Specialized Products	5.7%	(0.9%)	4.2%	6.8%	3.8%	8.6%	9.9%	7.0%	8.0%	8.4%	9.3%	4.7%	8.6%	10.8%	8.3%	11.7%	11.8%	3.3%	0.2%	6.7%	(4.7%)	(3.2%)	5.4%	3.9%	0.2%
Furniture, Flooring & Textile Products	5.3%	(1.0%)	(0.4%)	(7.0%)	(1.0%)	(1.2%)	(4.3%)	(3.5%)	(3.0%)	(3.1%)	0.3%	2.1%	1.3%	0.2%	1.0%	(2.7%)	1.8%	(2.2%)	0.6%	(0.6%)	(3.2%)	(4.0%)	1.0%	(2.4%)	(2.2%)
EBIT 1,3																									
Bedding Products	43.0	40.9	50.9	20.0	164.8	50.7	59.8	50.6	53.4	214.5	40.5	44.7	48.4	20.0	175.8	45.1	49.1	50 F	17.7	171.4	44.6	55.1	07.0	40.0	214.9
Specialized Products	37.3	36.2	36.2	30.0 38.4	148.1	43.5	56.2	40.8	43.2	183.7	46.5 43.0	43.9	34.6	36.2 74.4	195.9	46.3	52.2	59.5 43.6	47.4	189.5	35.6	41.5	67.2 44.1	48.0 48.7	169.9
Furniture, Flooring & Textile Products	26.8	36.0	40.3	32.6	135.7	32.7	38.7	34.3	31.8	137.5	26.0	35.4	33.1	31.2	125.7	22.0	32.5	26.6	18.8	99.9	19.1	30.5	27.2	25.5	103.3
Intersegment Eliminations & other	(0.4)	(0.1)	0.1	(12.1)	(12.5)	(0.1)	0.3	(0.2)	-	(0.0)	0.2	-	-	(15.3)	(15.1)	(0.1)	(0.2)	(0.1)	(0.1)	(0.5)	-	(0.6)	(0.3)	0.6	(0.3)
Sum	106.7	113.0	127.5	88.9	436.1	126.8	155.0	125.5	128.4	535.7	115.7	124.0	116.1	126.5	482.3	113.3	133.6	129.6	83.8	460.3	99.3	126.5	138.2	122.8	486.8
EBIT Margin 1,2,3																									
Bedding Products	9.7%	9.5%	11.3%	7.5%	9.6%	12.9%	15.5%	13.0%	15.1%	14.1%	11.9%	11.5%	11.5%	9.0%	11.0%	10.5%	10.8%	12.4%	4.1%	9.5%	8.0%	9.7%	11.2%	9.1%	9.5%
Specialized Products	18.3%	16.8%	17.2%	18.1%	17.6%	19.8%	23.9%	18.6%	19.2%	20.4%	18.3%	18.4%	15.2%	31.7%	20.9%	17.3%	18.9%	17.2%	18.3%	17.9%	13.5%	15.5%	16.5%	18.1%	15.9%
Furniture, Flooring & Textile Products	8.5%	10.2%	11.5%	9.8%	10.0%	10.1%	11.4%	10.1%	9.8%	10.3%	7.8%	9.8%	9.2%	9.0%	9.0%	6.6%	8.7%	7.4%	5.3%	7.0%	5.7%	8.1%	7.3%	7.4%	7.1%
Overall	11.0%	11.3%	12.6%	9.4%	11.1%	13.5%	16.2%	13.2%	14.2%	14.3%	12.0%	12.5%	11.5%	12.8%	12.2%	11.0%	12.1%	11.9%	8.0%	10.8%	8.6%	10.4%	11.2%	10.7%	10.2%
EDITO 4 13																									
EBITDA 1,3																									
Bedding Products Specialized Products					211.4 176.3					260.2 213.4					222.7 227.1	56.7 55.4	61.0 62.0	71.2 53.4	29.8 57.7	218.7	69.4 45.8	83.3 51.9	94.7 54.5	74.8	322.2 211.7
Furniture, Flooring & Textile Products					176.3					161.0					151.0	28.7	39.1	33.2	25.9	228.5 126.9	45.8 25.7	37.2	33.6	59.5 31.5	128.0
Intersegment Elims & Unallocated D&A					2.0					16.5					7.4	5.9	5.3	5.6	5.5	22.3	4.7	4.1	3.8	4.2	16.8
Sum					549.3					651.1					608.2	146.7	167.4	163.4	118.9	596.4	145.6	176.5	186.6	170.0	678.7
																			-						
EBITDA Margin 1,2,3																									
Bedding Products	l				12.3%					17.1%					13.9%	13.3%	13.5%	14.8%	6.9%	12.2%	12.5%	14.7%	15.7%	14.1%	14.3%
Specialized Products					21.0%					23.7%					24.3%	20.7%	22.5%	21.1%	22.2%	21.6%	17.4%	19.4%	20.4%	22.1%	19.8%
Furniture, Flooring & Textile Products Overall					11.8% 14.0%					12.1% 17.4%					10.8% 15.4%	8.6% 14.3%	10.5% 15.2%	9.3% 15.0%	7.3% 11.4%	8.9% 14.0%	7.6% 12.6%	9.8% 14.5%	9.1% 15.1%	9.1% 14.8%	8.9% 14.3%
Overali	I			ı	14.0%				ı	17.4%					13.4%	14.5%	13.2%	13.0%	11.4%	14.0%	12.0%	14.5%	13.1%	14.0%	14.376

¹ Sales, EBIT, EBITDA, and margin reflects new segment structure and excludes discontinued operations.

² Effective 1Q20, segment EBIT and EBITDA margins will be calculated on Net Trade Sales; historical segment EBIT and EBITDA margins have been revised to reflect the calculation change.

³ Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO. 2015 - 2020 financial data has been adjusted to apply the effects of the change.

Segment Financial Data Continuing Operations

			2020					2021					2022					2023			20:	24
	1Q20	2Q20	3Q20	4Q20	FY20	1Q21	2Q21	3Q21	4Q21	FY21	1Q22	2Q22	3Q22	4Q22	FY22	1Q23	2Q23	3Q23	4Q23	FY23	1Q24	FY24
Net Trade Sales 1																						
Bedding Products	490.6	410.6	589.8	548.3	2,039.3	535.8	608.7	664.1	647.3	2,455.9	639.4	612.5	582.0	522.4	2,356.3	528.5	504.4	483.3	448.5	1,964.7	448.0	448.0
Specialized Products Furniture, Flooring & Textile Products	234.5 320.4	140.8 293.7	242.9 374.9	273.0 360.7	891.2 1,349.7	257.6 357.5	241.7 419.2	235.6 419.5	264.0 421.6	998.9 1,617.8	264.1 418.8	260.1 461.6	291.3 421.1	302.8 370.6	1,118.3 1,672.1	320.7 364.4	321.2 395.6	319.4 372.7	318.5 348.1	1,279.8 1,480.8	315.9 333.0	315.9 333.0
Sum	1.045.5	845.1	1.207.6	1.182.0	4.280.2	1.150.9	1.269.6	1.319.2	1.332.9	5.072.6	1.322.3	1.334.2	1.294.4	1.195.8	5.146.7	1.213.6	1.221.2	1.175.4	1.115.1	4.725.3	1.096.9	1.096.9
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Sales Growth (Net Trade Sales)																						
Organic Acquisition	(11.9%) 2.4%	(31.2%)	(3.3%) 1.0%	3.6% 0.5%	(10.8%) 1.2%	11.1% 0.2%	50.2% 1.0%	8.4% 1.8%	11.0% 2.0%	18.1% 1.3%	13.5% 1.8%	4.6% 1.0%	(2.6%) 0.9%	(12.4%) 2.3%	0.3% 1.5%	(11.3%) 3.1%	(11.5%) 3.0%	(11.4%) 2.2%	(7.2%) 0.5%	(10.4%) 2.2%	(9.6%) 0.0%	(9.6%) 0.0%
Divestiture	0.0%	0.9%	(0.3%)	(0.9%)	(0.3%)	(1.1%)	(1.0%)	(1.0%)	(0.2%)	(0.9%)	(0.4%)	(0.5%)	(0.2%)	(0.2%)	(0.3%)	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%
Sum	(9.5%)	(30.3%)	(2.6%)	3.2%	(9.9%)	10.2%	50.2%	9.2%	12.8%	18.5%	14.9%	5.1%	(1.9%)	(10.3%)	1.5%	(8.2%)	(8.5%)	(9.2%)	(6.7%)	(8.2%)	(9.6%)	(9.6%)
	, ,	, ,	, ,		` ′								. ,	` ,		, ,	, ,	` '	` ′	, ,	` ′	` '
Net Total Sales 1																						
Bedding Products	500.2	414.6	599.8	556.9	2,071.5	545.8	619.7	675.5	659.0	2,500.0	651.4	623.9	590.8	530.7	2,396.8	538.1	512.9	490.7	454.9	1,996.6	454.4	454.4
Specialized Products Furniture, Flooring & Textile Products	235.3 325.6	141.2 296.2	243.7 377.7	273.8 364.0	894.0 1,363.5	258.5 361.1	242.4 422.5	236.6 422.7	265.0 424.9	1,002.5 1,631.2	265.0 423.1	260.5 465.4	291.8 424.9	303.2 373.2	1,120.5 1,686.6	321.1 367.5	321.7 399.0	319.7 375.5	318.8 350.5	1,281.3 1,492.5	316.3 335.5	316.3 335.5
Sum	1.061.1	852.0	1.221.2	1.194.7	4.329.0	1.165.4	1.284.6	1.334.8	1.348.9	5.133.7	1.339.5	1.349.8	1.307.5	1.207.1	5.203.9	1.226.7	1.233.6	1.185.9	1.124.2	4.770.4	1.106.2	1.106.2
- Cann	1,00111	002.0	.,	.,	1,020.0	1,10011	1,20-110	1,00110	1,010.0	0,100	1,000.0	1,010.0	1,001.0	.,20	0,200.0	1,220	1,200.0	1,100.0	.,	-1,7.7.0.1	.,	.,
Organic Growth (Net Total Sales for 2015																						
Bedding Products	(15.4%)	(27.8%)	(1.3%)	5.3%	(10.0%)	11.9%	49.9%	11.6%	15.0%	20.3%	16.5%	(0.2%)	(12.0%)	(19.0%)	(4.7%)	(17.2%)	(17.6%)	(17.0%)	(14.1%)	(16.6%)	(15.2%)	(15.2%)
Specialized Products Furniture, Flooring & Textile Products	(10.8%)	(47.3%) (25.0%)	(9.1%) (2.2%)	1.2% 3.0%	(16.5%) (8.1%)	8.9% 11.6%	69.1% 42.7%	(4.4%) 11.7%	(4.6%) 16.7%	10.7% 19.7%	2.5% 16.8%	7.6% 9.9%	18.9% 0.2%	4.5% (13.0%)	8.1% 2.9%	8.5% (14.7%)	12.1% (16.5%)	3.1%	5.2% (7.5%)	7.1% (13.5%)	(1.5%) (8.6%)	(1.5%) (8.6%)
Furniture, Flooring & Textile Floducts	(0.9%)	(23.0%)	(2.2%)	3.0%	(0.176)	11.0%	42.176	11.770	10.7%	19.776	10.0%	9.9%	0.2%	(13.0%)	2.9%	(14.7%)	(10.5%)	(14.0%)	(7.5%)	(13.5%)	(0.0%)	(0.0%)
EBIT 1,3																						
Bedding Products	28.3	18.9	75.8	69.4	192.4	63.8	100.4	81.1	76.0	321.3	76.2	69.1	43.9	30.4	219.6	33.3	23.0	31.1	(431.6)	(344.2)	15.7	15.7
Specialized Products	27.7	(19.7)	32.6	51.4	92.0	35.2	27.4	22.4	30.9	115.9	20.3	21.4	31.3	26.4	99.4	28.7	33.1	31.2	32.0	125.0	23.7	23.7
Furniture, Flooring & Textile Products	26.1	23.0	42.5 (0.7)	34.9	126.5	28.3	44.7	41.1	45.4	159.5	42.7	51.3	38.3	32.7	165.0	28.3	38.9	29.5 (0.4)	31.9 0.9	128.6 0.2	23.6	23.6
Intersegment Eliminations & other Sum	<u>(3.5)</u> 78.6	22.7	150.2	0.3 156.0	(3.4) 407.5	0.4 127.7	(0.6) 171.9	(0.4) 144.2	(0.1) 152.2	(0.7) 596.0	(1.6) 137.6	1.2 143.0	(0.3) 113.2	91.2	1.0 485.0	(1.0) 89.3	95.7	91.4	(366.8)	(90.4)	63.0	63.0
- Cann	7 0.0			.00.0	407.10				.02.2	000.0	10110	1-10.0		02	100.0	00.0	00	•	(000.0)	(00.1)	00.0	00.0
EBIT Margin 1,2,3																						
Bedding Products	5.8%	4.6%	12.9%	12.7%	9.4%	11.9%	16.5%	12.2%	11.7%	13.1%	11.9%	11.3%	7.5%	5.8%	9.3%	6.3%	4.6%	6.4%	(96.2%)	(17.5%)	3.5%	3.5%
Specialized Products	11.8%	(14.0%)	13.4%	18.8%	10.3%	13.7%	11.3%	9.5%	11.7%	11.6%	7.7%	8.2%	10.7%	8.7%	8.9%	8.9%	10.3%	9.8%	10.0%	9.8%	7.5%	7.5%
Furniture, Flooring & Textile Products Overall	8.1% 7.5%	7.8% 2.7%	11.3% 12.4%	9.7% 13.2%	9.4% 9.5%	7.9% 11.1%	10.7% 13.5%	9.8% 10.9%	10.8% 11.4%	9.9% 11.7%	10.2% 10.4%	11.1% 10.7%	9.1% 8.7%	8.8% 7.6%	9.9% 9.4%	7.8% 7.4%	9.8% 7.8%	7.9% 7.8%	9.2% (32.9%)	8.7% (1.9%)	7.1% 5.7%	7.1% 5.7%
Overall	7.5%	2.170	12.476	13.276	9.5%	11.176	13.5%	10.9%	11.476	11.770	10.4%	10.7%	0.770	7.0%	9.4%	7.470	7.0%	7.0%	(32.9%)	(1.9%)	5.7%	5.7%
EBITDA 1,3																						
Bedding Products	55.1	45.2	102.4	96.4	299.1	89.9	126.8	108.4	103.0	428.1	102.4	95.3	69.6	56.4	323.7	58.9	48.5	57.3	(405.0)	(240.3)	30.3	30.3
Specialized Products	38.9	(9.1)	43.3	63.2	136.3	46.3	39.6	34.1	40.7	160.7	31.1	31.3	41.0	36.5	139.9	39.4	43.4	41.9	41.4	166.1	33.8	33.8
Furniture, Flooring & Textile Products	32.6	29.3	48.8	41.3	152.0	34.4	50.7	47.1	51.3	183.5	48.6	57.2	44.0	38.4	188.2	34.1	44.6	35.0	37.4	151.1	28.9	28.9
Intersegment Elims & Unallocated D&A Sum	(0.5) 126.1	3.8 69.2	2.7 197.2	3.5 204.4	9.5 596.9	3.2 173.8	2.9	1.2 190.8	3.7 198.7	783.3	1.2 183.3	3.7 187.5	2.7 157.3	5.4 136.7	13.0 664.8	2.3 134.7	3.9 140.4	2.2 136.4	(322.0)	12.6 89.5	2.9 95.9	2.9 95.9
Suiii	120.1	69.2	197.2	204.4	596.9	173.0	220.0	190.6	190.7	103.3	103.3	107.5	157.5	130.7	004.0	134.7	140.4	130.4	(322.0)	69.5	95.9	95.9
EBITDA Margin 1,2,3																						
Bedding Products	11.2%	11.0%	17.4%	17.6%	14.7%	16.8%	20.8%	16.3%	15.9%	17.4%	16.0%	15.6%	12.0%	10.8%	13.7%	11.1%	9.6%	11.9%	(90.3%)	(12.2%)	6.8%	6.8%
Specialized Products	16.6%	(6.5%)	17.8%	23.2%	15.3%	18.0%	16.4%	14.5%	15.4%	16.1%	11.8%	12.0%	14.1%	12.1%	12.5%	12.3%	13.5%	13.1%	13.0%	13.0%	10.7%	10.7%
Furniture, Flooring & Textile Products	10.2%	10.0%	13.0%	11.4%	11.3%	9.6%	12.1%	11.2%	12.2%	11.3%	11.6%	12.4%	10.4%	10.4%	11.3%	9.4%	11.3%	9.4%	10.7%	10.2%	8.7%	8.7%
Overall	12.1%	8.2%	16.3%	17.3%	13.9%	15.1%	17.3%	14.5%	14.9%	15.4%	13.9%	14.1%	12.2%	11.4%	12.9%	11.1%	11.5%	11.6%	(28.9%)	1.9%	8.7%	8.7%

Segment Financial Data Continuing Operations (adjusted for unusual items) ⁴

			2015		-			2016		-			2017		-			2018					2019		-
	1Q15	2Q15	3Q15	4Q15	FY15	1Q16	2Q16	3Q16	4Q16	FY16	1Q17	2Q17	3Q17	4Q17	FY17	1Q18	2Q18	3Q18	4Q18	FY18	1Q19	2Q19	3Q19	4Q19	FY19
Net Trade Sales 1										_															_
Bedding Products	445.2	429.9	449.7	399.2	1,724.0	393.6	384.6	389.4	353.3	1,520.9	391.1	388.9	420.9	404.0	1,604.9	427.7	453.3	479.7	434.6	1,795.3	554.3	568.4	601.4	530.2	2,254.3
Specialized Products	204.3	214.9	210.0	211.6	840.8	219.8	235.4	219.7	224.9	899.8	234.4	238.4	227.8	234.9	935.5	267.4	275.9	253.5	259.5	1,056.3	262.9	267.0	267.2	269.7	1,066.8
Furniture, Flooring & Textile Products	316.7	352.5	349.4	333.8	1,352.4	325.0	338.9	339.8	325.5	1,329.2	334.8	362.0	361.0	345.6	1,403.4	333.7	373.3	358.3	352.6	1,417.9	337.9	377.8	370.7	345.0	1,431.4
Sum	966.2	997.3	1,009.1	944.6	3,917.2	938.4	958.9	948.9	903.7	3,749.9	960.3	989.3	1,009.7	984.5	3,943.8	1,028.8	1,102.5	1,091.5	1,046.7	4,269.5	1,155.1	1,213.2	1,239.3	1,144.9	4,752.5
Sales Growth (Net Trade Sales)																									
Organic	5.6%	(0.7%)	(0.7%)	(2.4%)	0.3%	(1.3%)	(1.1%)	(2.3%)	(1.1%)	(1.4%)	3.9%	3.7%	6.2%	9.0%	5.6%	5.7%	10.0%	5.8%	3.4%	6.2%	(0.6%)	(5.6%)	(2.2%)	(4.1%)	(3.1%)
Acquisition	4.8%	5.0%	1.9%	1.6%	3.3%	1.2%	0.4%	0.5%	0.7%	0.7%	1.1%	1.7%	1.9%	1.9%	1.7%	2.4%	2.8%	2.7%	2.9%	2.7%	12.9%	15.6%	15.7%	13.4%	14.4%
Divestiture	0.0%	0.0%	0.0%	(0.1%)	0.0%	(2.8%)	(3.2%)	(4.2%)	(3.9%)	(3.6%)	(2.7%)	(2.2%)	(1.7%)	(2.0%)	(2.1%)	(0.9%)	(1.4%)	(0.4%)	0.0%	(0.6%)	0.0%	0.0%	0.0%	0.0%	0.0%
Sum	10.4%	4.3%	1.2%	(0.9%)	3.6%	(2.9%)	(3.9%)	(6.0%)	(4.3%)	(4.3%)	2.3%	3.2%	6.4%	8.9%	5.2%	7.1%	11.4%	8.1%	6.3%	8.3%	12.3%	10.0%	13.5%	9.3%	11.3%
Net Total Sales 1																									
Bedding Products	460.2	443.4	463.6	412.8	1,780.0	405.6	394.8	399.7	363.8	1,563.9	403.1	399.9	431.6	415.8	1,650.4	439.2	465.2	490.2	447.3	1,841.9	564.5	578.6	612.2	540.3	2,295.6
Specialized Products	205.3	216.3	212.2	213.4	847.2	221.5	237.2	221.2	226.4	906.3	236.3	240.1	229.7	236.5	942.6	268.1	276.5	254.2	260.2	1,059.0	263.8	267.7	268.1	270.4	1,070.0
Furniture, Flooring & Textile Products	324.7	359.7	355.7	339.0	1,379.1	331.0	344.1	344.4	331.5	1,351.0	339.9	367.5	366.4	349.3	1,423.1	337.7	378.2	363.4	356.7	1,436.0	342.2	381.8	374.3	349.1	1,447.4
Sum	990.2	1,019.4	1,031.5	965.2	4,006.3	958.1	976.1	965.3	921.7	3,821.2	979.3	1,007.5	1,027.7	1,001.6	4,016.1	1,045.0	1,119.9	1,107.8	1,064.2	4,336.9	1,170.5	1,228.1	1,254.6	1,159.8	4,813.0
Organic Growth (Net Total Sales for 2015-2	017, Net Tr	ade Sales f	or 2018-)																						
Bedding Products	6.8%	0.1%	(3.2%)	(2.9%)	0.0%	(6.8%)	(5.0%)	(6.9%)	(4.8%)	(5.9%)	3.5%	4.5%	9.4%	15.3%	8.1%	9.3%	16.5%	14.0%	7.6%	11.9%	4.0%	(8.2%)	(8.6%)	(10.2%)	(5.9%)
Specialized Products	5.7%	(0.9%)	4.2%	6.8%	3.8%	8.6%	9.9%	7.0%	8.0%	8.4%	9.3%	4.7%	8.6%	10.8%	8.3%	11.7%	11.8%	3.3%	0.2%	6.7%	(4.7%)	(3.2%)	5.4%	3.9%	0.2%
Furniture, Flooring & Textile Products	5.3%	(1.0%)	(0.4%)	(7.0%)	(1.0%)	(1.2%)	(4.3%)	(3.5%)	(3.0%)	(3.1%)	0.3%	2.1%	1.3%	0.2%	1.0%	(2.7%)	1.8%	(2.2%)	0.6%	(0.6%)	(3.2%)	(4.0%)	1.0%	(2.4%)	(2.2%)
EBIT 1,3																									
Bedding Products	48.5	40.9	50.9	30.0	170.3	50.7	59.8	50.6	37.5	198.6	46.5	44.7	53.0	36.2	180.4	45.1	49.1	59.5	50.2	203.9	51.0	53.5	68.2	48.4	221.1
Specialized Products	37.3	36.2	36.2	38.4	148.1	43.5	47.7	40.8	43.2	175.2	43.0	43.9	37.7	51.0	175.6	46.3	52.2	43.6	47.4	189.5	35.6	41.5	44.1	48.7	169.9
Furniture, Flooring & Textile Products	26.8	37.5	40.3	36.6	141.2	32.7	31.8	34.3	31.8	130.6	26.0	35.4	33.1	31.2	125.7	22.0	32.5	26.6	28.7	109.8	19.3	31.8	28.2	28.0	107.3
Intersegment Eliminations & other	(0.4)	(0.1)	0.1		(0.4)	(0.1)	0.3	(0.2)	 -	(0.0)	0.2			 .	0.2	(0.1)	(0.2)	(0.1)	(0.1)	(0.5)		(0.6)	(0.3)	0.6	(0.3)
Sum	112.2	114.5	127.5	105.0	459.2	126.8	139.6	125.5	112.5	504.4	115.7	124.0	123.8	118.4	481.9	113.3	133.6	129.6	126.2	502.7	105.9	126.2	140.2	125.7	498.0
EBIT Margin 1,2,3																									
Bedding Products	10.9%	9.5%	11.3%	7.5%	9.9%	12.9%	15.5%	13.0%	10.6%	13.1%	11.9%	11.5%	12.6%	9.0%	11.2%	10.5%	10.8%	12.4%	11.6%	11.4%	9.2%	9.4%	11.3%	9.1%	9.8%
Specialized Products	18.3%	16.8%	17.2%	18.1%	17.6%	19.8%	20.3%	18.6%	19.2%	19.5%	18.3%	18.4%	16.5%	21.7%	18.8%	17.3%	18.9%	17.2%	18.3%	17.9%	13.5%	15.5%	16.5%	18.1%	15.9%
Furniture, Flooring & Textile Products	8.5%	10.6%	11.5%	11.0%	10.4%	10.1%	9.4%	10.1%	9.8%	9.8%	7.8%	9.8%	9.2%	9.0%	9.0%	6.6%	8.7%	7.4%	8.1%	7.7%	5.7%	8.4%	7.6%	8.1%	7.5%
Overall	11.6%	11.5%	12.6%	11.1%	11.7%	13.5%	14.6%	13.2%	12.4%	13.5%	12.0%	12.5%	12.3%	12.0%	12.2%	11.0%	12.1%	11.9%	12.1%	11.8%	9.2%	10.4%	11.3%	11.0%	10.5%
EBITDA 1,3																									
Bedding Products					216.9					244.3					227.3	56.7	61.0	71.2	62.3	251.2	75.8	81.7	95.7	75.2	328.4
Specialized Products					176.3					204.9					206.8	55.4	62.0	53.4	57.7	228.5	45.8	51.9	54.5	59.5	211.7
Furniture, Flooring & Textile Products					165.1					154.1					151.0	28.7	39.1	33.2	35.8	136.8	25.9	38.5	34.6	34.0	133.0
Intersegment Elims & Unallocated D&A					14.1					16.5					22.7	5.9	5.3	5.6	5.5	22.3	4.7	4.1	3.8	4.2	16.8
Sum					572.4					619.8					607.8	146.7	167.4	163.4	161.3	638.8	152.2	176.2	188.6	172.9	689.9
EBITDA Margin 1,2,3																									
Bedding Products					12.6%					16.1%					14.2%	13.3%	13.5%	14.8%	14.3%	14.0%	13.7%	14.4%	15.9%	14.2%	14.6%
Specialized Products					21.0%					22.8%					22.1%	20.7%	22.5%	21.1%	22.2%	21.6%	17.4%	19.4%	20.4%	22.1%	19.8%
Furniture, Flooring & Textile Products					12.2%					11.6%					10.8%	8.6%	10.5%	9.3%	10.2%	9.6%	7.7%	10.2%	9.3%	9.9%	9.3%
Overall					14.6%				ļ	16.5%					15.4%	14.3%	15.2%	15.0%	15.4%	15.0%	13.2%	14.5%	15.2%	15.1%	14.5%

¹ Sales, EBIT, EBITDA, and margin reflects new segment structure and excludes discontinued operations.

² Effective 1020, segment EBIT and EBITDA margins will be calculated on Net Trade Sales; historical segment EBIT and EBITDA margins have been revised to reflect the calculation change.

³ Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO. 2015 - 2020 financial data has been adjusted to apply the effects of the change.

Segment Financial Data Continuing Operations (adjusted for unusual items) ⁴

			2020					2021					2022					2023			202	24
	1Q20	2Q20	3Q20	4Q20	FY20	1Q21	2Q21	3Q21	4Q21	FY21	1Q22	2Q22	3Q22	4Q22	FY22	1Q23	2Q23	3Q23	4Q23	FY23	1Q24	FY24
Net Trade Sales 1	_			_											_							
Bedding Products	490.6	410.6	589.8	548.3	2.039.3	535.8	608.7	664.1	647.3	2.455.9	639.4	612.5	582.0	522.4	2.356.3	528.5	504.4	483.3	448.5	1.964.7	448.0	448.0
Specialized Products	234.5	140.8	242.9	273.0	891.2	257.6	241.7	235.6	264.0	998.9	264.1	260.1	291.3	302.8	1,118.3	320.7	321.2	319.4	318.5	1,279.8	315.9	315.9
Furniture, Flooring & Textile Products	320.4	293.7	374.9	360.7	1,349.7	357.5	419.2	419.5	421.6	1,617.8	418.8	461.6	421.1	370.6	1,672.1	364.4	395.6	372.7	348.1	1,480.8	333.0	333.0
Sum	1,045.5	845.1	1,207.6	1,182.0	4,280.2	1,150.9	1,269.6	1,319.2	1,332.9	5,072.6	1,322.3	1,334.2	1,294.4	1,195.8	5,146.7	1,213.6	1,221.2	1,175.4	1,115.1	4,725.3	1,096.9	1,096.9
Sales Growth (Net Trade Sales)																						
Organic	(11.9%)	(31.2%)	(3.3%)	3.6%	(10.8%)	11.1%	50.2%	8.4%	11.0%	18.1%	13.5%	4.6%	(2.6%)	(12.4%)	0.3%	(11.3%)	(11.5%)	(11.4%)	(7.2%)	(10.4%)	(9.6%)	(9.6%)
Acquisition	2.4%	0.9%	1.0%	0.5%	1.2%	0.2%	1.0%	1.8%	2.0%	1.3%	1.8%	1.0%	0.9%	2.3%	1.5%	3.1%	3.0%	2.2%	0.5%	2.2%	0.0%	0.0%
Divestiture	0.0%	0.0%	(0.3%)	(0.9%)	(0.3%)	(1.1%)	(1.0%)	(1.0%)	(0.2%)	(0.9%)	(0.4%)	(0.5%)	(0.2%)	(0.2%)	(0.3%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Sum	(9.5%)	(30.3%)	(2.6%)	3.2%	(9.9%)	10.2%	50.2%	9.2%	12.8%	18.5%	14.9%	5.1%	(1.9%)	(10.3%)	1.5%	(8.2%)	(8.5%)	(9.2%)	(6.7%)	(8.2%)	(9.6%)	(9.6%)
Net Total Sales 1																						
	F00.2	414.6	599.8	556.9	2.074.5	E4E 0	640.7	675.5	659.0	2,500.0	654.4	623.9	E00.0	530.7	2,396.8	538.1	512.9	490.7	454.9	1,996.6	454.4	454.4
Bedding Products Specialized Products	500.2 235.3	141.2	243.7	273.8	2,071.5 894.0	545.8 258.5	619.7 242.4	236.6	265.0	1,002.5	651.4 265.0	260.5	590.8 291.8	303.2	1,120.5	321.1	321.7	319.7	318.8	1,281.3	316.3	316.3
Furniture, Flooring & Textile Products	325.6	296.2	377.7	364.0	1,363.5	361.1	422.5	422.7	424.9	1,631.2	423.1	465.4	424.9	373.2	1,120.3	367.5	399.0	375.5	350.5	1,492.5	335.5	335.5
Sum	1,061.1	852.0	1,221.2	1,194.7	4,329.0	1,165.4	1,284.6	1,334.8	1,348.9	5,133.7	1,339.5	1,349.8	1,307.5	1,207.1	5,203.9	1,226.7	1,233.6	1,185.9	1,124.2	4,770.4	1,106.2	1,106.2
Owner's County (May Tatal Calca for COAF)																						
Organic Growth (Net Total Sales for 2015-2 Bedding Products	(15.4%)	(27.8%)	(4.00/)	F 00/	(40.00()	11.9%	49.9%	11.6%	15.0%	20.3%	16.5%	(0.00()	(40.00()	(19.0%)	(4.70()	(17.2%)	(47.00()	(47.00()	(4.4.40()	(40.00()	(45.00()	(4.5.00()
Specialized Products	(15.4%)	(47.3%)	(1.3%)	5.3% 1.2%	(10.0%) (16.5%)	8.9%	49.9% 69.1%	(4.4%)	(4.6%)	10.7%	2.5%	(0.2%) 7.6%	(12.0%) 18.9%	(19.0%)	(4.7%) 8.1%	(17.2%) 8.5%	(17.6%) 12.1%	(17.0%) 3.1%	(14.1%) 5.2%	(16.6%) 7.1%	(15.2%) (1.5%)	(15.2%) (1.5%)
Furniture, Flooring & Textile Products	(6.9%)	(25.0%)	(9.1%) (2.2%)	3.0%	(8.1%)	11.6%	42.7%	11.7%	16.7%	19.7%	16.8%	9.9%	0.2%	(13.0%)	2.9%	(14.7%)	(16.5%)	(14.0%)	(7.5%)	(13.5%)	(8.6%)	(8.6%)
rumiture, ribbining & rextile ribbacts	(0.576)	(23.076)	(2.270)	3.076	(0.176)	11.076	42.770	11.770	10.7 /6	15.7 /6	10.076	3.376	0.276	(13.076)	2.570	(14.770)	(10.576)	(14.076)	(1.576)	(13.376)	(0.076)	(0.076)
EBIT 1,3																						
Bedding Products	36.7	20.8	76.5	69.4	203.4	63.8	72.2	81.1	76.0	293.1	76.2	69.1	43.9	30.4	219.6	33.3	22.4	25.7	10.8	92.2	17.1	17.1
Specialized Products	27.7	5.7	36.4	51.4	121.2	35.2	27.4	22.4	30.9	115.9	20.3	21.4	31.3	26.4	99.4	28.7	33.1	31.2	32.0	125.0	23.7	23.7
Furniture, Flooring & Textile Products	26.1	23.3	43.7	34.9	128.0	28.3	44.7	41.1	45.4	159.5	42.7	51.3	38.3	32.7	165.0	28.3	35.9	29.5	22.4	116.1	22.9	22.9
Intersegment Eliminations & other Sum	90.5	0.5 50.3	(0.7) 155.9	0.3 156.0	0.1 452.7	0.4 127.7	(0.6) 143.7	(0.4) 144.2	(0.1) 152.2	(0.7) 567.8	(1.6) 137.6	1.2 143.0	(0.3) 113.2	91.2	1.0 485.0	(1.0) 89.3	92.1	(0.4) 86.0	0.9 66.1	333.5	63.7	63.7
Sum	90.5	50.3	155.9	156.0	452.7	127.7	143.7	144.2	152.2	567.8	137.6	143.0	113.2	91.2	485.0	89.3	92.1	86.0	66.1	333.5	63.7	63.7
EBIT Margin 1,2,3																						
Bedding Products	7.5%	5.1%	13.0%	12.7%	10.0%	11.9%	11.9%	12.2%	11.7%	11.9%	11.9%	11.3%	7.5%	5.8%	9.3%	6.3%	4.4%	5.3%	2.4%	4.7%	3.8%	3.8%
Specialized Products	11.8%	4.0%	15.0%	18.8%	13.6%	13.7%	11.3%	9.5%	11.7%	11.6%	7.7%	8.2%	10.7%	8.7%	8.9%	8.9%	10.3%	9.8%	10.0%	9.8%	7.5%	7.5%
Furniture, Flooring & Textile Products	8.1%	7.9%	11.7%	9.7%	9.5%	7.9%	10.7%	9.8%	10.8%	9.9%	10.2%	11.1%	9.1%	8.8%	9.9%	7.8%	9.1%	7.9%	6.4%	7.8%	6.9%	6.9%
Overall	8.7%	6.0%	12.9%	13.2%	10.6%	11.1%	11.3%	10.9%	11.4%	11.2%	10.4%	10.7%	8.7%	7.6%	9.4%	7.4%	7.5%	7.3%	5.9%	7.1%	5.8%	5.8%
EBITDA ^{1,3}																						
Bedding Products	63.5	47.1	103.1	96.4	310.1	89.9	98.6	108.4	103.0	399.9	102.4	95.3	69.6	56.4	323.7	58.9	47.9	51.9	37.4	196.1	31.7	31.7
Specialized Products	38.9	16.3	47.1	63.2	165.5	46.3	39.6	34.1	40.7	160.7	31.1	31.3	41.0	36.5	139.9	39.4	43.4	41.9	41.4	166.1	33.8	33.8
Furniture, Flooring & Textile Products	32.6	29.6	50.0	41.3	153.5	34.4	50.7	47.1	51.3	183.5	48.6	57.2	44.0	38.4	188.2	34.1	41.6	35.0	27.9	138.6	28.2	28.2
Intersegment Elims & Unallocated D&A	3.0	3.8	2.7	3.5	13.0	3.2	2.9	1.2	3.7	11.0	1.2	3.7	2.7	5.4	13.0	2.3	3.9	2.2	4.2	12.6	2.9	2.9
Sum	138.0	96.8	202.9	204.4	642.1	173.8	191.8	190.8	198.7	755.1	183.3	187.5	157.3	136.7	664.8	134.7	136.8	131.0	110.9	513.4	96.6	96.6
EBITDA Margin 1,2,3																						
Bedding Products	12.9%	11.5%	17.5%	17.6%	15.2%	16.8%	16.2%	16.3%	15.9%	16.3%	16.0%	15.6%	12.0%	10.8%	13.7%	11.1%	9.5%	10.7%	8.3%	10.0%	7.1%	7.1%
Specialized Products	16.6%	11.6%	19.4%	23.2%	18.6%	18.0%	16.4%	14.5%	15.4%	16.1%	11.8%	12.0%	14.1%	12.1%	12.5%	12.3%	13.5%	13.1%	13.0%	13.0%	10.7%	10.7%
Furniture, Flooring & Textile Products	10.2%	10.1%	13.3%	11.4%	11.4%	9.6%	12.1%	11.2%	12.2%	11.3%	11.6%	12.4%	10.4%	10.4%	11.3%	9.4%	10.5%	9.4%	8.0%	9.4%	8.5%	8.5%
Overall	13.2%	11.5%	16.8%	17.3%	15.0%	15.1%	15.1%	14.5%	14.9%	14.9%	13.9%	14.1%	12.2%	11.4%	12.9%	11.1%	11.2%	11.1%	9.9%	10.9%	8.8%	8.8%

Appendix Non-GAAP Adjustments

Reconciliation of Reported (GAAP) to Adjusted (non-GAAP) Financial Measures

(Dollar amounts in millions, except per share data)

	2005	200	6 20	07 ¹ 2	2008 ²	2009 ³	2010	2011 ⁴	2012	2 5 2	013 ⁶	2014 ⁷	2015	8 2	2016 ⁹	2017 ¹⁰	2018 11	2019 ¹	² 2020 ¹³	2021 ¹⁴	2022	202	23 ¹⁵
Non-GAAP adjustments, Continuing Operations																							
Gain/loss from sale of real est and/or businesses	\$ -	\$	(4) \$	(9) \$	(13)	\$ -	\$ -	\$ -	\$ -	- \$	- \$; -	\$ -	\$	(28)	(20)	\$ -	\$ -	\$ -	\$ (28	3) \$ -	\$	(11)
Unusual worker's compensation charges	21		-	-	-	-	-		-	-	-	-		-	-	-	-				-	-	-
Discontinued ops overhead	-		12	12	-	-	-		-	-	-	-		-	-	-	-				-	-	-
Unusual bad debt expense	-		-	-	7	8	-		-	-	-	-		-	-	-	-				-	-	-
Note write-off from divested business	-		-	-	-	11	-		-	-	-	-		-	-	-	-				-	-	-
Benefit from litigation settlement proceeds	-		-	-	-	-	-		-	-	-	-		-	(7)	-	-				-	-	-
Impairment charges	-		-	145	10	-	-		-	-	67	-		6	4	5	-		- 25		-	-	444
Pension settlement charge	-		-	-	-	-	-		-	-	-	-		12	-	15	-				-	-	-
Litigation accrual	-		-	-	-	-	-		-	-	-	54		6	-	-	-				-	-	-
Acquisition-related bargain purchase gain	-		-	-	-	-	-		-	-	(9)	-		-	-	-	-				-	-	-
Note impairment	-		-	-	-	-	-		-	-	-	-		-	-	-	16		- 8		-	-	-
Acquisition-related transaction costs	-		-	-	-	-	-		-	-	-	-		-	-	-	7		1 -		-	-	-
Restructuring-related charges	44		18	24	34	-	-	. 1	5	-	-	-		-	-	-	23	1	0 8		-	-	-
Stock write-off from prior year divestiture	-		-	-	-	-	-		-	-	-	-		-	-	-	-		- 4		-	-	-
Gain on net insurance proceeds from tornado damage	-		-	-	-	-	-		-	-	-	-		-	-	-	-				-	-	(9)
Non-GAAP adjustments, pre-tax	65		26	172	38	19	_	1	5	-	58	54	;	23	(31)	(0)	46	1	1 45	(28	3)	-	424
Income tax impact	(22)	(8)	(28)	(14)	(6)	-	(5) -	-	(21)	(21)		(9)	12	(0)	(9)) (1) (4)	7	7	-	(98)
Special tax items	(10)	(11)	13	(1)	6	-	-	((27)	-	-		-	-	43	(2))			-	-	-
Non-GAAP adjustments, after tax	\$ 33	\$	7 \$	157 \$	23	\$ 19	\$ -	\$ 1	0 \$ ((27) \$	37 \$	33	\$:	15 \$	(19)	42	\$ 35	\$ 1	0 \$ 41	\$ (21	l) \$ -	\$	326
Diluted shares outstanding	193.6	18	6.8 1	.79.8	168.2	160.0	153.3	147.	0 14	6.0	147.2	143.2	142	2.9	140.0	137.3	135.2	135.	4 135.9	136.7	7 136.	5 ·	136.3
EPS impact of non-GAAP adjustments	\$ 0.17	\$ 0	.04 \$	0.87 \$	0.14	\$ 0.12	\$ -	\$ 0.0	7 \$ (0.	.18) \$	0.25 \$	0.23	\$ 0.0	09 \$	(0.14)	0.32	\$ 0.26	\$ 0.0	7 \$ 0.30	\$ (0.16	5) \$ -	\$	2.39

¹ 2007 adjustments were primarily in 4Q.

² 2008 adjustments were primarily in 4Q.

³ 2009 adjustments: Bad debt expense was in 1Q, write-down of divestiture note was in 2Q, and unusual tax items were in 4Q.

⁴ 2011 adjustments were in 4Q.

⁵ 2012 adjustments were in 4Q.

⁶ 2013 adjustments: Impairment charge was in Specialized Products - 4Q; acq-related purch gain was below segments - 3Q.

⁷ 2014 adjustments: Litigation accrual was in Residential Products - \$32m in 3Q and \$22m in 4Q.

 $^{^{8}}$ 2015 adjustments: Litigation accrual was in Furniture, Flooring & Textile Products - \$2m in 2Q and \$4m in 4Q;

Impairment charge was in Bedding Products - 1Q; and pension buyout was below segments - 4Q.

⁹ 2016 adjustments: Divestiture gains of \$11m in Specialized Products - 2Q and \$16m in Bedding Products - 4Q;

Impairment charge in Specialized Products - 2Q; and litigation settlement gain in Furniture, Flooring & Textile Products - 2Q.

^{10 2017} adjustments: Divestiture loss of \$3m in Specialized Products - 3Q and real estate gain of \$23m in Specialized Products - 4Q; Impairment charge in Bedding Products - 3Q;

Divestiture tax benefit in Specialized Products of \$6m in 3Q and \$2m in 4Q; pension settlement charge was below segments - 4Q and Tax Cuts and Jobs Act impact of \$50m - 4Q.

¹¹ 2018 adjustments: Note impairment and acquisition-related transaction costs (\$4m in SG&A & \$3m in interest expense) in Bedding Products - 4Q;

Restructuring-related charges of \$9m in Furniture, Flooring & Textile Products and \$7m in Bedding Products - 4Q; Tax Cuts and Jobs Act benefit of \$2m - 3Q.

^{12 2019} adjustments: Acquisition-related transaction costs of \$1m in Bedding Products - 1Q; Restructuring-related charges in Bedding Products - \$5m in 1Q, (\$1m) in 2Q, \$3m in 3Q and \$2m in 4Q; Restructuring-related charges in Furniture, Flooring & Textile Products - \$1m in 1Q, \$1m in 2Q, \$1m in 3Q and \$3m in 4Q.

¹³ 2020 adjustments: Impairment charge was in Specialized Products - \$25m in 2Q; Impairment related to a note receivable of \$8m in Bedding Products - 1Q;

Restructuring-related charges in Bedding Products - \$2m in 1Q, \$1m in 2Q; Restructuring-related charges in Specialized Products - \$4m in 3Q;

Restructuring-related charges in Furniture, Flooring & Textile Products - \$1m in 1Q and \$1m in 2Q; Stock write-off from prior year divestiture below segments - \$4m in 1Q.

¹⁴ 2021 adjustment: Real estate gain of \$28m in Bedding Products - 2Q.

^{15 2023} adjustment: Net insurance proceeds gain in Bedding Products - \$1m in 2Q and \$1m in 4Q and in Furniture, Flooring & Textile Products - \$3m in 2Q and \$4m in 4Q; Real estate gains in Bedding Products - \$5m in 3Q and in Furniture, Flooring & Textile Products - \$6m in 4Q; Impairment charge was in Bedding Products - 4Q.

Reconciliation of Adj EBIT, Adj EBIT Margin, Adj EBITDA, and Adj EBITDA Margin



(\$ millions, except EPS)	2019 ¹	2020 ¹	2021	2022	2023
Net trade sales	\$4,753	\$4,280	\$5,073	\$5,147	\$4,725
EBIT (continuing operations)	\$487	\$408	\$596	\$485	(\$90)
Non-GAAP adjustments, pre-tax	11	45	(28)	_	424
Adjusted EBIT (cont. operations)	\$498	\$453	\$568	\$485	\$334
Adjusted EBIT margin	10.5%	10.6%	11.2%	9.4%	7.1%
Adjusted EBIT (cont. operations)	\$498	\$453	\$568	\$485	\$334
Depreciation & amortization	192	189	187	180	180
Adjusted EBITDA (cont. operations)	\$690	\$642	\$755	\$665	\$513
Adjusted EBITDA margin	14.5%	15.0%	14.9%	12.9%	10.9%

¹ Adjusted for effects of change from LIFO to FIFO

Reconciliation of Adj Earnings and Adj EPS Leggett & Platt.



(\$ millions, except EPS)	2019 ¹	2020 ¹	2021	2022	2023
Earnings (continuing operations)	\$314	\$253	\$403	\$310	(\$137)
Non-GAAP adjustments, after tax	10	41	(21)	_	326
Adjusted Earnings (cont. operations)	\$324	\$294	\$381	\$310	\$189
Diluted EPS (continuing operations)	\$2.32	\$1.86	\$2.94	\$2.27	(\$1.00)
EPS impact from non-GAAP adjs	.07	.30	(.16)	_	2.39
Adjusted EPS (cont. operations)	\$2.39	\$2.16	\$2.78	\$2.27	\$1.39

¹ Adjusted for effects of change from LIFO to FIFO

Calculation of Return on Invested Capital



	2019 ²	2020 ²	2021	2022	2023
Adjusted EBIT (cont. operations)	\$498	\$453	\$568	\$485	\$334
Tax rate	21.8%	21.2%	22.8%	23.2%	24.5%
Net Operating Profit After Tax (NOPAT) ¹	389	357	438	372	252
Total debt (long-term + current)	\$2,118	\$1,900	\$2,090	\$2,084	\$1,988
Operating lease liabilities	161	165	198	203	208
Equity	1,342	1,425	1,649	1,641	1,334
Less: Cash & Cash equivalents	(248)	(349)	(362)	(317)	(366)
Invested Capital	\$3,373	\$3,141	\$3,575	\$3,612	\$3,164
Average Invested Capital	\$2,740	\$3,257	\$3,358	\$3,593	\$3,388
Return on Invested Capital (ROIC)	14.2%	11.0%	13.1%	10.4%	7.4%

¹ NOPAT = Adjusted EBIT x (1 - tax rate)

Non-GAAP Financial Measures



While we report financial results in accordance with accounting principles generally accepted in the U.S. ("GAAP"), this presentation includes non-GAAP measures. These include adjusted EBIT, adjusted EBIT margin, adjusted EBITDA, adjusted EBITDA margin, adjusted earnings, and adjusted EPS. We believe these non-GAAP measures are useful to investors in that they assist investors' understanding of underlying operational profitability. Management uses these non-GAAP measures as supplemental information to assess the company's operational performance.

We believe the presentation of **return on invested capital (ROIC)** provides investors a useful way to assess how efficiently the Company uses investors' funds to generate income. Management uses this ratio as supplemental information to assess how effectively its invested capital is utilized.

The above non-GAAP measures may not be comparable to similarly titled measures used by other companies and should not be considered a substitute for, or more meaningful than, their GAAP counterparts.

² Adjusted for effects of change from LIFO to FIFO

Leggett & Platt.