

2025
FACT BOOK

Leggett & Platt®

Leggett



FACT BOOK – DECEMBER 2025 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 142-year-old Company is comprised of 13 business units under 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; and hydraulic cylinders for material handling and heavy construction applications.



FORWARD-LOOKING STATEMENTS: Statements in this presentation that are not historical in nature are “forward-looking,” such as net positive benefit from tariffs, tariff impacts, our ability to mitigate tariffs, Geo Components and Fabric Converting market outlook, anticipated recovery in our residential businesses, expected impact of economic indicators, restructuring plan impacts, including EBIT benefit, amount and timing of cash and non-cash restructuring-related costs and completion of initiatives, cash from real estate sales, and sales attrition; sales, demand, volume, net trade sales, net debt to adjusted EBITDA leverage target, growth of automotive exports from China to Europe, construction spending, macroeconomic risks, consumer spending, market demand and trends, after-tax cash proceeds related to the sale of the Aerospace Products Group, capital allocation priorities, use of cash to reduce debt, small strategic acquisitions, share repurchases, compilation of Scope 3 emissions inventory, upgrading 1/3 of our U.S. fleet to newer and more efficient sleeper tractors, and the potential impact of scrap cost and rod pricing volatility on Bedding Products segment earnings. All forward-looking statements are qualified by the cautionary statements in this provision and reflect only the 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. 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. These risks and uncertainties include: increased trade costs, including tariffs; ability and/or timing to shift production, ability to source domestically or from lowest total cost countries; ability to pass on price increases and manage inventory; possibility that restructuring estimates may change, ability to timely implement the restructuring plan or receive benefits and proceeds from real estate sales, and impact on employees, customers and vendors; our ability to accurately forecast sales and earnings; adverse impact caused by: inflation and deflation; macroeconomic impacts; product demand; growth rates and opportunities in industries in which we participate; our ability to obtain raw materials, parts, and labor and ship finished products; impairment of goodwill and long-lived assets; volatility of Chinese EV manufacturers’ growth; declines in multinational OEM’s market share, resulting in reduction of demand for our Automotive products; access to the commercial paper market and debt market access; increased borrowing costs due to credit rating changes; our ability to reduce or maintain current debt levels; credit facility access and covenant compliance; supply chain shortages and disruptions; ability to manage working capital and collect receivables; market conditions; consumer demand; consumer confidence, housing turnover, employment levels, interest rates, and trends in capital spending; price and product competition; our market share in goods and services we sell or provide; cost of raw materials, parts, labor, and energy; cash generation sufficient to pay debts or the dividend; cash repatriation from foreign accounts; enforcement of antidumping and countervailing duties; disruption of the semiconductor industry and our operations due to conflict between countries, and evolving export controls; our ability to pass along raw material cost increases through increased selling prices; our ability to maintain profit margins if customers change the quantity or mix of our products; political risks; legal and regulatory changes (including trade laws); realization of deferred tax assets and challenges to tax positions; changing tax rates; increased trade costs; foreign operating risks; cybersecurity incidents; unauthorized use of artificial intelligence; the functioning of our internal business processes and information systems through technology failures; customer losses and insolvencies; disruption to our steel rod mill, wire mills and other operations; development of commercially viable and innovative products; severe weather events, disaster, fire, explosion, terrorism, pandemic, or governmental action; foreign currency fluctuation; data privacy; litigation risks; climate change and sustainability-related risks and costs; pension settlement charges; and risk factors in Leggett’s most recent Form 10-K and subsequent Form 10-Qs 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.

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>

Table of Contents

INTRODUCTION

Overview, Markets, Cost Structure
“Everyday, Everywhere”
Highlights of the Past 24 Months
Company History

STRATEGY

Strategic Priorities

SUSTAINABILITY

Sustainability Overview
Governance Principles, Available Information on Website
Organizational Chart
Board of Directors, Committees, Executives

STOCK INFORMATION

Stock Charts, Annual Stock Price Range and Volume Data
Monthly Stock Price and Volume Data
Top Holders of LEG Stock

FINANCIALS

Annual Sales, Earnings, and Return Graphs

Tables of 58 Year Financial History (since 1967 IPO) ¹

*Includes: Income Statement, Cash Flow Statement, Balance Sheet,
Growth Rates & Margins, Various Ratios*

Foreign Sales Data ¹

Quarterly Financial Data ¹

CASH FLOW & DEBT

Cash Flow, Liquidity & Debt Details

ACQUISITIONS

Acquisitions Since 2000, Categorized by Business & Current
Segments Acquisitions 1960–2019, Categorized by Business

SEGMENTS / GROUPS / BUSINESS UNITS

Segment / Group / Business Unit Structure

Product Mix, EBIT Margins

Segment Summary

Tables of Quarterly Segment Financial Data ^{1,2}

APPENDIX – NON-GAAP ADJUSTMENTS

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

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

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Introduction

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

Prioritizing balance sheet health



- 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

Focused on **improving long-term profitability**



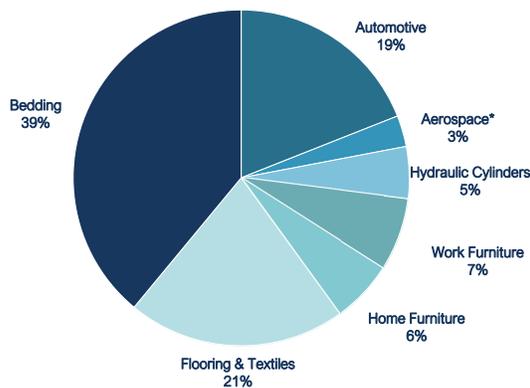
- Restructuring plan nearly complete and operational efficiency improvements continue

At a Glance: Diverse Portfolio



Product Mix

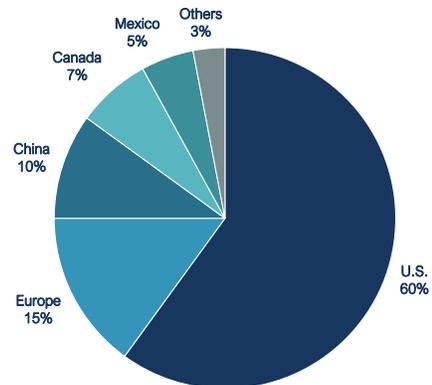
(based on 2025 estimated net trade sales)



*Aerospace divested August 29, 2025

Geographic Split

(based on production)



At a Glance: International Mix



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.

At a Glance: Segments



Bedding Products

39% of 2025e net trade sales



Components

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



Finished Products

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



Specialized Products

27% of 2025e net trade sales



Automotive

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



Hydraulic Cylinders

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



Aerospace*

- Tubing and Tube assemblies
- Flexible joints

*Aerospace divested August 29, 2025

Furniture, Flooring & Textile Products

34% of 2025e 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



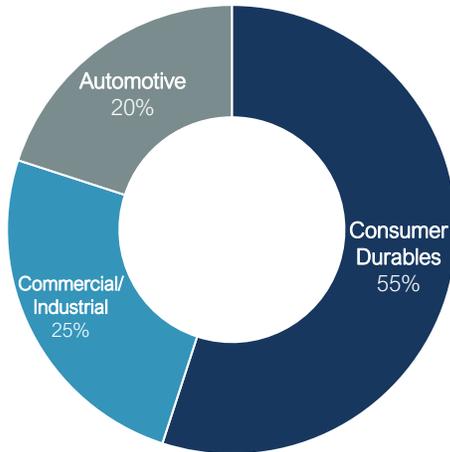
Textile Products

- Textile converting
- Geo components

At a Glance: Macro Market Exposure

Leggett & Platt

Over time, sustained improvement in key economic factors should drive multi-year recovery for our residential businesses that were hit hardest in recent years



Key Economic Indicators

- Total housing turnover
 - Combination of new and existing home sales
- Consumer confidence
 - “Large ticket” purchases are deferrable
- Consumer discretionary spending
- Interest rates
- Employment levels

Diverse Global Customer Base

Leggett & Platt

Diverse Customer Base, Low Concentration - Top 10 Customers: 32% of Sales; Largest Customer: 8% of Sales

In North America:

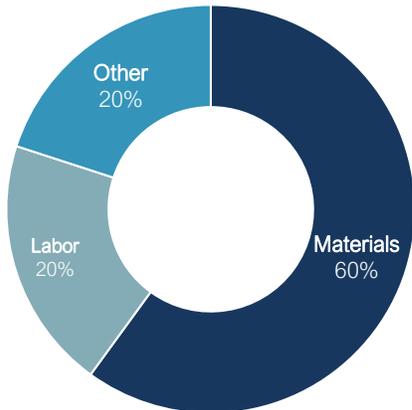


In Europe and Asia:

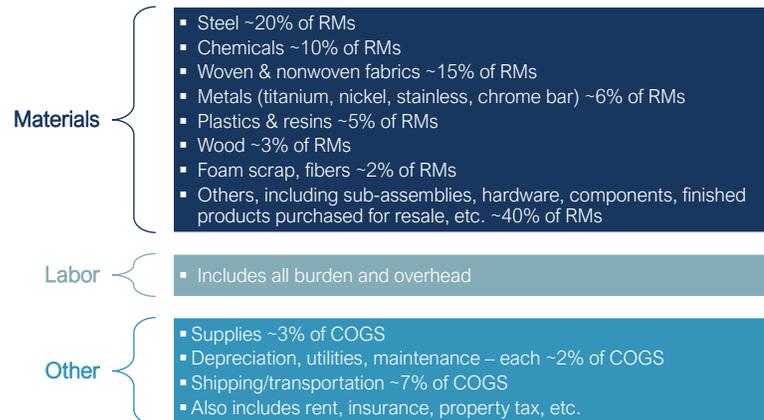


Cost Structure

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



Cost of Goods Sold Composition (approximate):



Commodity Impact

Steel

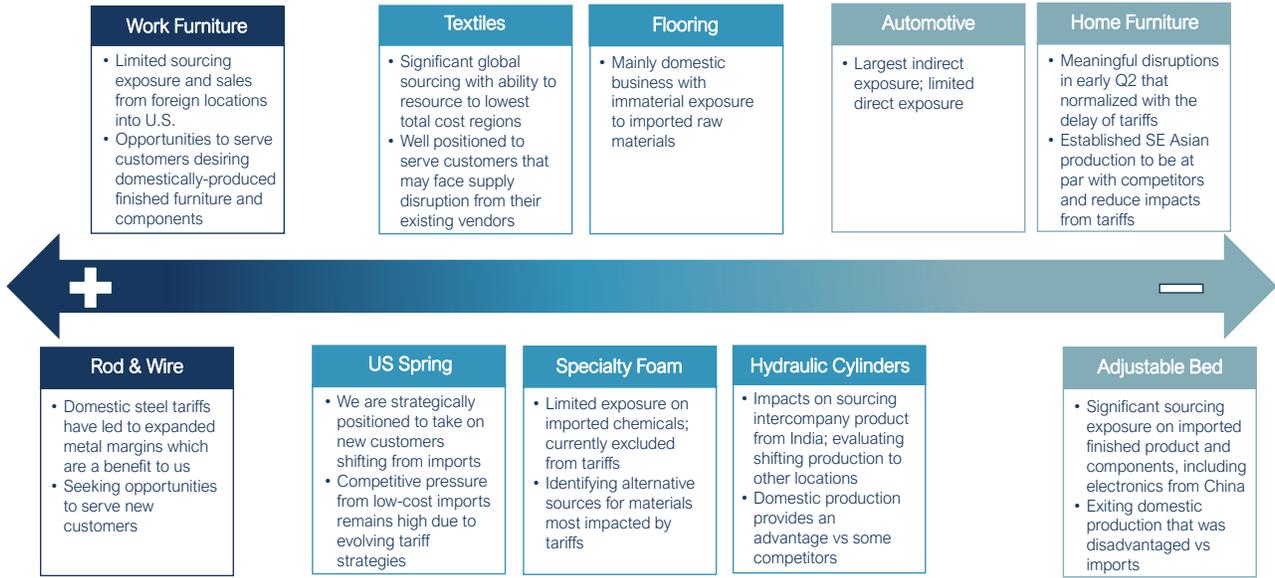
- Primarily scrap, rod, and flat-rolled
- Impact from inflation/deflation
 - Typically pass through; lag is ~90 days
- Change in metal margin (mkt price for rod – mkt price for scrap)
 - Our scrap cost and rod pricing moves with the market; large swings could cause Bedding Products segment earnings volatility
 - Rod pricing is sensitive to tariff rates which influence pricing and can cause metal margin expansion or compression

Chemicals

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

Tariff Impacts

Leggett & Platt



* Tariff impacts do not include potential macroeconomic risks, including potential general reductions in consumer spending

Tariff Mitigation Strategy and Risks

Leggett & Platt

Mitigation Strategies

- ✓ Sourcing product domestically or from alternative lowest total cost countries
- ✓ Shifting production to take advantage of our global footprint
- ✓ Passing along price increases where necessary
- ✓ Heightened sensitivity on inventory management

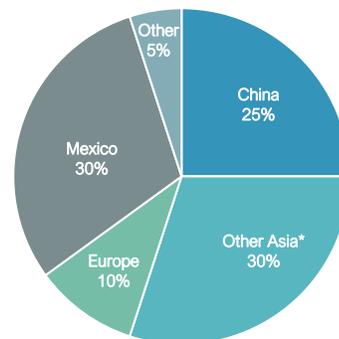
Potential Risks

- ↓ Rise in inflation in the near term
- ↓ Decline in consumer confidence
- ↓ Decrease in consumer demand
- ↓ Disruptions to global supply chains

Currently, we expect tariffs to be a net positive for Leggett

Foreign Direct Sourcing Exposure by Country

~\$400m annual spend (prior to tariff implementation)



~60% of our trade sales are produced and consumed in the U.S.

* Other Asia includes Taiwan, India, & Vietnam

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. 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, 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!**

Leggett & Platt®

HIGHLIGHTS OF PAST 24 MONTHS

December 2025

December 1, 2025 – Leggett & Platt Confirms Receipt of Unsolicited Proposal from Somnigroup International Inc.

- Confirmed receipt of an unsolicited proposal from Somnigroup International Inc. to acquire all outstanding shares of Leggett & Platt in an all-stock transaction
- The Board of Directors, consistent with its fiduciary duties and in consultation with its independent financial and legal advisors, will review the proposal to determine the course of action it believes is in the best interests of the Company and its shareholders

October 27, 2025 – Leggett & Platt Reports 3Q Results

- 3Q sales of \$1.0 billion, a 6% decrease vs 3Q24
- 3Q EPS of \$0.91, 3Q adjusted¹ EPS of \$0.29, a \$0.03 decrease vs adjusted¹ 3Q24 EPS
- 3Q operating cash flow of \$126 million, a \$30 million increase vs 3Q24
- Strengthened balance sheet by reducing debt \$296 million using Aerospace proceeds and operating cash flow

August 29, 2025 – Leggett & Platt Closes the Sale of its Aerospace Products Group

- Successfully completed sale of Aerospace Products Group to affiliated funds managed by Tincum Incorporated
- After-tax cash proceeds are expected to be approximately \$250 million
- Proceeds will be used primarily to pay down debt and strengthen balance sheet and leverage ratio

July 31, 2025 – Leggett & Platt Reports 2Q Results

- 2Q sales of \$1.1 billion, a 6% decrease vs 2Q24
- 2Q EPS of \$.38, 2Q adjusted¹ EPS of \$.30, a \$.01 increase vs adjusted¹ 2Q24 EPS
- Strengthened balance sheet primarily through debt reduction of \$143 million during the quarter, leading to an improved net debt to 12-month trailing adjusted EBITDA¹ ratio of 3.5x
- Amended credit facility agreement effective July 24, including extending the maturity to July 2030

May 7, 2025 – Leggett & Platt Announces Annual Meeting Results; Two Directors Retire

- Annual meeting voting aligned with Board recommendations
- Manuel Fernandez and Mark Blinn retired from Board

April 28, 2025 – Leggett & Platt Reports 1Q Results

- 1Q sales of \$1.0 billion, a 7% decrease vs 1Q24
- 1Q EPS of \$.22, 1Q adjusted¹ EPS of \$.24, a \$.01 increase vs adjusted¹ 1Q24 EPS
- 1Q operating cash flow of \$7 million, a \$13 million increase vs 1Q24

April 2, 2025 – Leggett & Platt Signs Agreement to Sell its Aerospace Products Group

- Signed agreement to sell Aerospace Products Group to affiliated funds managed by Tincum Incorporated for a cash purchase price of \$285 million; after-tax cash proceeds are expected to be approximately \$240 million
- Transaction is expected to close in 2025 as soon as all closing conditions are met, including necessary regulatory approvals

February 13, 2025 – Leggett & Platt Reports 4Q and Full Year Results and Announces Leadership Update for the Specialized Products Segment

- 4Q sales of \$1.1 billion, a 5% decrease vs 4Q23
- 4Q EPS of \$.10, 4Q adjusted¹ EPS of \$.21, a \$.05 decrease vs adjusted¹ 4Q23 EPS
- 2024 sales of \$4.4 billion, a 7% decrease vs 2023
- 2024 EPS of (\$3.73), 2024 adjusted¹ EPS of \$1.05, a \$.34 decrease vs adjusted¹ 2023 EPS
- Sam Smith appointed President of Specialized Products segment

¹ Please refer to appendix for Non-GAAP Reconciliations

October 28, 2024 – Leggett & Platt Reports 3Q Results

- 3Q sales of \$1.1 billion, a 6% decrease vs 3Q23
- 3Q EPS of \$.33; 3Q adjusted¹ EPS of \$.32, a \$.04 decrease vs adjusted¹ 3Q23 EPS

August 1, 2024 – Leggett & Platt Reports 2Q Results

- 2Q sales of \$1.1 billion, an 8% decrease vs 2Q23
- 2Q EPS of (\$4.39), primarily due to a non-cash goodwill impairment charge
- 2Q adjusted¹ EPS of \$.29, a \$.09 decrease vs adjusted¹ 2Q23 EPS

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

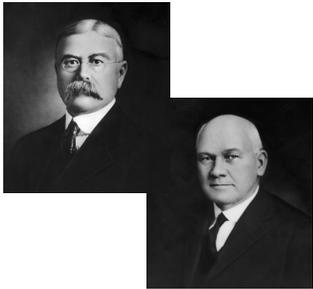
January 16, 2024 – Leggett & Platt Announces Restructuring Plan to Drive Improved Performance and Profitable Growth

- 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

¹ Please refer to appendix for Non-GAAP Reconciliations

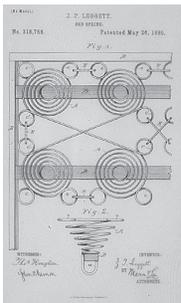
Company History

1883



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.

1900



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.

1940



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



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).

LEG

1967

Initial public offering of Leggett & Platt stock.

1970



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.

1980

1990

2000

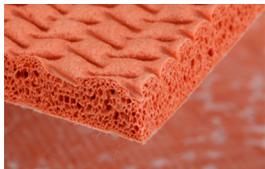
2010

2020



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.



2004

The Company enters the Geo Components market.



2006

David 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.



2015

Karl 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.



2021

J. Mitchell Dolloff is elected CEO.



2024

Karl 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

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Strategy

Strategic Priorities

Leggett & Platt



- ✓ Prioritizing long-held financial strength
 - ✓ Disciplined capital allocation strategy
-
- ✓ Optimizing operations and G&A cost structure
 - ✓ Executing on restructuring plan
 - ✓ Operational efficiency improvement initiatives
-
- ✓ 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.

Disciplined Capital Allocation Strategy

Leggett & Platt

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 Net Debt to Adjusted EBITDA ratio of 2.0x

For 2025, we plan to continue to use most of our excess cash flow to reduce net debt, while also considering other uses such as small strategic acquisitions and share repurchases.

STRATEGIC PRIORITIES:
Balance Sheet Strength

Long Term Priorities



ORGANIC GROWTH

- ✓ Investing in our businesses for the future
- ✓ Robust innovation pipeline



STRATEGIC ACQUISITIONS

- ✓ Primarily opportunities complementing our existing portfolio of businesses



SHAREHOLDER RETURNS

- ✓ Dividends
- ✓ Opportunistic share repurchases

Sources of Improved Profitability

Leggett & Platt

STRATEGIC PRIORITIES:
Margin Improvement

Key Drivers:

- Successful execution of restructuring plan
- Improving operational efficiency across our businesses
- Demand improvement

Targeted Efforts:

- Closely managing costs
- Maintaining pricing discipline
- Leveraging automation and machine intelligence

Essential Cornerstones:

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

Restructuring Plan Announced January 2024

Leggett & Platt

STRATEGIC PRIORITIES:
Margin Improvement

- A Restructuring Plan to improve profitability and better align with the markets we serve is now well underway. Actions in 2024 consistently met or exceeded expectations and all actions are expected to be substantially complete by the end of 2025.
- Key initiatives are **primarily related to the Bedding Products segment**
 - Continuing to reshape product and commercial strategy
 - Optimizing manufacturing and distribution footprint
- Smaller actions within the Furniture, Flooring & Textile Products segment
 - Aligning capacity with regional demand
 - Driving operating efficiencies
- Added an opportunity within the Specialized Products segment in 2Q24
 - Manufacturing optimization
 - Operating efficiency improvements
- G&A cost structure optimization project added in 3Q24
 - Reducing corporate costs to drive efficiencies
 - Analyzing potential opportunities to streamline business unit functions

Restructuring Initiatives Update

Leggett & Platt

STRATEGIC PRIORITIES:
Margin Improvement

2024 Accomplishments

Bedding Products

- ✓ Reduced footprint by 14 locations (10 in U.S. Spring, 3 in Specialty Foam, 1 in Adjustable Bed)
 - ✓ Consolidated all domestic innerspring production into 4 remaining locations
 - ✓ Exited Mexican innerspring operation
- ✓ Downsized Chinese innerspring operation
- ✓ Sold 2 properties

Furniture, Flooring & Textile Products

- ✓ Closed 1 facility in Home Furniture
- ✓ Closed 1 facility in Flooring Products and substantially completed Phase 1 of Flooring Products restructuring

Specialized Products

- ✓ Initiated Hydraulic Cylinders restructuring

Corporate

- ✓ Reduced G&A cost structure

YTD 2025 Progress

Bedding Products

- ✓ Divested a small U.S. machinery business
- ✓ Sold 2 properties
- ✓ Largely completed Specialty Foam restructuring
 - ✓ Consolidated 1 Specialty Foam production facility

Furniture, Flooring & Textile Products

- ✓ Completed Phase 1 and launched Phase 2 of Flooring Products restructuring
 - ✓ Consolidated 2 Flooring Products production facilities
- ✓ Sold 1 property

Specialized Products

- ✓ Continued implementation of manufacturing efficiency improvement activities in Hydraulic Cylinders
 - ✓ Right-sized our Hydraulic Cylinders plant in the UK

Additional Expectations

Bedding Products

- Complete Specialty Foam consolidation

Furniture, Flooring & Textile Products

- Complete Phase 2 of Flooring Products restructuring

Specialized Products

- Complete Hydraulic Cylinders restructuring

Restructuring Plan Financial Update

Leggett & Platt

STRATEGIC PRIORITIES:
Margin Improvement

	2024 Actuals	Q3 2024	Q3 2025	YTD 2025 Incremental ¹	2025 Incremental ¹ Estimates	2025 Run Rate Estimates	Full Plan Run Rate Estimates
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Sales Attrition ²	\$15m	\$4m	\$13m	\$33m	~\$40m	~\$55m	~\$60m
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*Prior estimate for 2025 Incremental was ~\$45m
*Prior estimate for 2025 Run Rate was ~\$60m
*Prior estimate for Full Plan Run Rate was ~\$65m

EBIT Benefit	\$22m	\$6m	\$16m	\$36m	~\$40m	~\$60m	\$60-\$70m
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*Prior estimate for 2025 Incremental Benefit was \$35-\$40m
*Prior estimate for 2025 Run Rate Benefit was ~\$55-\$60m

	2024 Actuals	Q3 2025	YTD 2025	2025 Estimates	Total Plan Estimates
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Cash from Real Estate	\$20m	\$5m	\$23m	\$23-\$40m	\$70-\$80m
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*Prior estimate for 2025 was \$20-\$30m

Restructuring and Restructuring-Related Costs	\$48m	\$2m	\$11m	~\$25m	~\$75m
Cash	\$30m	\$1m	\$8m	~\$10m	~\$40m
Non-cash	\$18m	\$1m	\$3m	~\$15m	~\$35m

* Prior estimate for 2025 costs were \$15-\$25m; cash costs were \$10-\$15m and non-cash costs were \$5-\$10m
* Prior estimate for Total Plan costs were \$65-\$75m; cash costs were \$40-\$45m and non-cash costs were \$25-\$30m

¹ Incremental represents the YOY change in sales attrition and EBIT benefit

² 2025 includes \$1m from the divestiture of a small U.S. machinery business in our Bedding Products segment

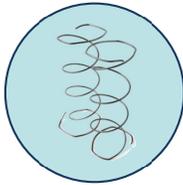
Bedding Products Strategy

Leggett & Platt

STRATEGIC PRIORITIES:
Long-Term Profitable Growth

- 1 Grow content through semi-finished products and private label finished mattresses
- 2 Defend attractive market share and pursue profitable volume opportunities, where available
- 3 Focus on strategic partnerships and market-leading innovation across product lines

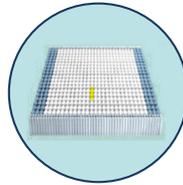
We are focused on driving content and value, supported by further integration of our specialty foam and innerspring technologies



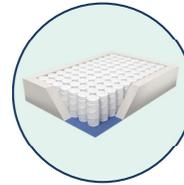
Open Coil



ComfortCore®



Quantum® Edge



Semi-Finished



Hybrid Mattress



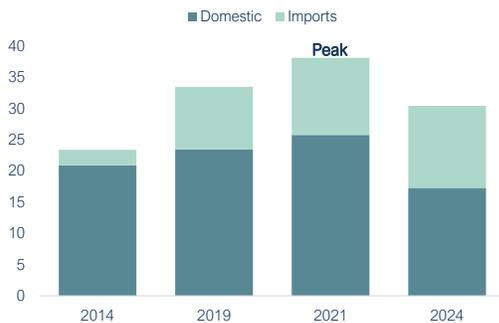
Domestic Bedding Market Trends

Leggett & Platt

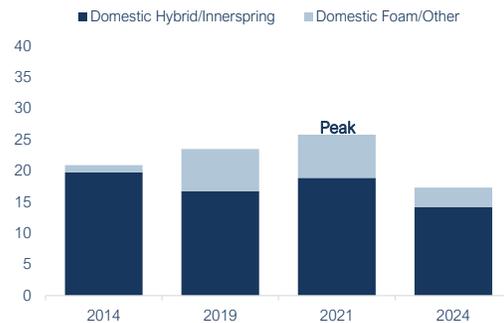
Demand declined 20% from 2021 to 2024, but domestic production declined 35% due to continued import market share growth

Growth in domestic foam mattress production has also reduced the addressable market for our legacy innerspring products

US Mattress Consumption¹
(millions of units)



Domestic Mattress Production¹
(millions of units)



¹ Management estimates, informed by company research, industry reports, and USITC import data.

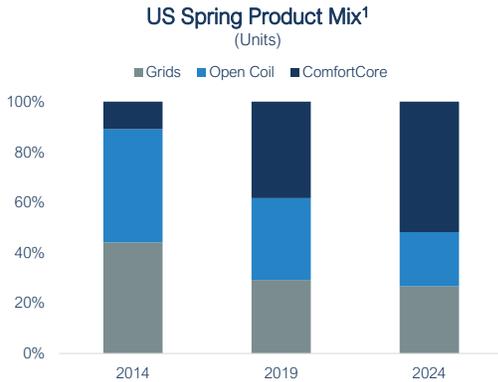
Import mattresses heavily skew towards foam, lower price points, and non-master bedrooms

Leggett Bedding Products Trends

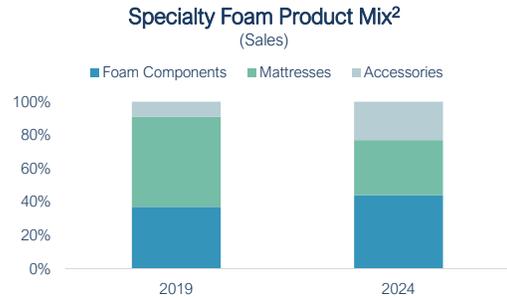


Consumer preference changes have led to declines in open coil and box springs, and our strategy has shifted to focus more on content gains through ComfortCore®, including semi-finished products

The 2019 acquisition of Elite Comfort Solutions expanded our addressable market to include specialty foam and finished private label mattresses



¹ Grids are the steel components sold to OEM customers for box spring production
² Accessories include pillows and mattress toppers



Historically, the ECS customer base was heavily weighted towards digitally native mattress brands, which have experienced outsized declines in the recent demand downturn

Leggett Bedding Products Trends



~55%

Current steel rod production used internally

vs. ~75% historical rate

- Consumer product preference changes and depressed domestic mattress manufacturing have reduced internal rod requirements and driven a need to increase trade sales

1:3

2024 grids¹ to innerspring ratio

vs. 4:5 ratio in 2014

- A long-term decline in box springs has resulted from consumer preference shifts to adjustable beds and other stationary foundations, while OEMs no longer require a mattress and box spring to be purchased as a set

>20%

2024 sales growth in Eco-Base[®] and CombiCore[™]

vs. 2023

- Adoption of recent semi-finished product introductions continues to increase, reflecting the value these products deliver to our OEM partners

~2x

2024 Domestic Bedding average unit AUSP²

vs. 2014

- Content gains through semi-finished and finished private label products drive AUSP increases and provide a pathway to sales growth in a reduced domestic market

Our Bedding Products strategy, and resulting domestic product mix, has evolved over time as we target new growth opportunities in a dynamic market environment

¹ Grids are the steel components sold to OEM customers for box spring production.
² Average Unit Selling Price calculation includes domestic innersprings, foundations and grids, foam components, mattresses, and bedding accessories.

Bedding Products Innovation

Leggett & Platt

We're proud of our long history of driving product innovation in the mattress industry and we're still finding ways to solve customer problems with consumer comfort in mind

Eco-Base®
Commodity Foam-Eliminating Innovation



- ✓ Saves mattress manufacturers production time and labor
- ✓ Eliminates non-value-added commodity base foam
- ✓ Sustainable solution for customers

CombiCore™



- ✓ Incorporates Eco-Base® and Quantum® Edge technologies
- ✓ Endless combinations of specialty foam paired with ComfortCore® innersprings offers customers differentiation options
- ✓ Consumers enjoy enhanced air flow and supportive motion isolation

Monet™



- ✓ Super slow-release memory foam provides a differentiated foam option for OEM partners
- ✓ Plush, luxurious feel with a breathable, open-cell structure
- ✓ Provides heat and moisture dissipation with incredible durability

STRATEGIC PRIORITIES:
Long-Term Profitable Growth

Automotive Strategy

Leggett & Platt

- 1 **Innovate** next generation seating comfort products utilizing product expertise
- 2 **Strengthen OEM and Tier 1 relationships** through increased customer intimacy and collaborative problem solving
- 3 **Grow motor and actuator content** in existing applications and explore additional automotive applications

Priorities

- ✓ Reinvigorate North American OEM relationships
- ✓ Cultivate relationships with Chinese OEMs
- ✓ Enhance our position as a preferred supplier of mechanical lumbar
- ✓ Strengthen pneumatic lumbar position
- ✓ Improve cost position through automation and vertical integration
- ✓ Evaluate potential footprint changes needed as industry evolves
- ✓ Integrate immersive technologies into products

Automotive Market Trends

Leggett & Platt

Industry Outlook

North America

- Program delays and potential cancellations resulting from slower ICE to EV transitions
- Consumer affordability issues
- Supply chain risks such as availability of aluminum, semi-conductors, and rare earth minerals

Asia (Greater China)

- Chinese government-supported trade-in incentives are driving growth
- Expect continued growth of exports to Europe

Asia (Japan & South Korea)

- Chinese OEMs continue to take market share from multinational OEMs, including Japanese and Korean automakers, leading to production declines and program delays

Europe

- Economic softness and consumer affordability issues
- Chinese OEMs continue to take share from multinational OEMs, leading to production declines and program delays

Leggett Outlook

North America

- Lower industry volume due to consumer affordability issues and tariff uncertainty
- Unfavorable sales mix due to product trade down
- Exit of less profitable programs

Asia (Greater China)

- Lower volume due to less representation with Chinese OEMs, especially with newer EV-focused OEMs
- Unfavorable sales mix due to product trade down

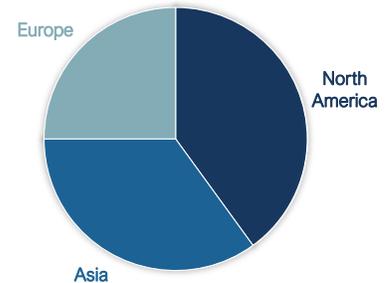
Asia (Japan & South Korea)

- Favorable content mix
- Improved demand within the region

Europe

- Increased volume for specific customer
- Favorable content mix

Leggett Sales
(geography of end consumption)

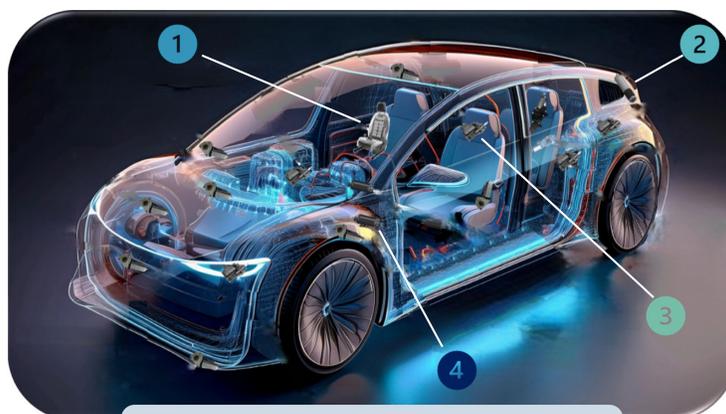
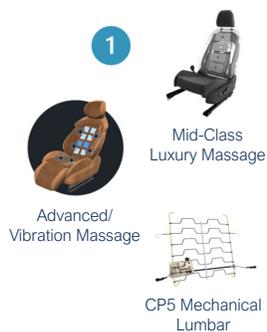


Automotive Innovation

Leggett & Platt

Our products align with long-term consumer preferences trending towards greater comfort and convenience

Seating products are designed to enhance consumer comfort, from entry level to luxury vehicles



Actuators and motors deliver differentiated consumer convenience and safety features



We excel in developing customized solutions for customer-specific applications

Textiles Strategy

- 1 Leverage purchasing volumes across Geo Components and Fabric Converting for a total cost advantage
- 2 Pursue opportunities to **serve new and attractive markets** utilizing core capabilities
- 3 **Capture growth opportunities** via acquisitions that complement existing products and geographies

Geo Components Priorities

- ✓ Target organic growth through geographic expansion and targeted portfolio expansion
- ✓ Strengthen competitive position in Canada
- ✓ Expand wallet share with retail accounts through product line expansion and omnichannel opportunities

Fabric Converting Priorities

- ✓ Complete product development and testing required for medical applications
- ✓ Grow market share in specialty markets (i.e. filtration, building products, automotive, packaging)
- ✓ Capitalize on recovery in hospitality market

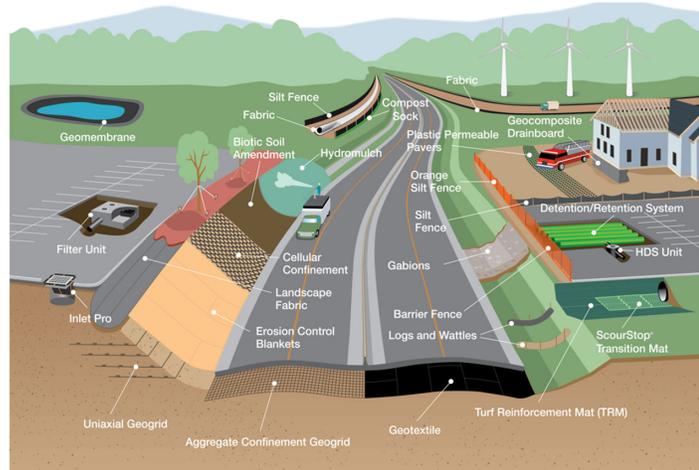
- ✓ Closely monitor acquisition pipeline

Textiles – Geo Components

Our extensive portfolio of geosynthetic and environmental solutions, combined with our large North American distribution footprint, creates a distinct value proposition for our customers

Geo components are used in:

- DOT construction projects
- Renewable energy infrastructure
- Oil and gas applications
- Soil and water erosion control
- Stormwater pollution prevention
- Subsurface drainage systems
- Revegetation applications
- Retail/residential landscaping



Textiles – Fabric Converting

Leggett & Platt

Our vertically integrated dye and finishing mill enables us to serve our customers in a variety of residential, commercial, and industrial applications with competitive prices and outstanding product quality

<p>Dye & Finish</p>  <ul style="list-style-type: none"> - Topical finishes are water-repellant, fire-retardant and more 	<p>Furniture</p>  <ul style="list-style-type: none"> - Seat decking - Cushion wraps - Dustcovers 	<p>Bedding</p>  <ul style="list-style-type: none"> - Quilt backing - Pillow-top inserts - FR barriers - Dustcovers 	<p>Draperies</p>  <ul style="list-style-type: none"> - Residential and hospitality - Linings, interlinings, and light-blocking fabrics
<p>Automotive</p>  <ul style="list-style-type: none"> - Seat-trim cover construction fabrics - Foam-backing cloth for seat bottoms and backs 	<p>Filtration</p>  <ul style="list-style-type: none"> - Nonwoven materials used in industrial air and liquid filtration industries 	<p>Packaging</p>  <ul style="list-style-type: none"> - Custom-designed returnable, expendable, and unitized packaging 	<p>Building Products</p>  <ul style="list-style-type: none"> - Building insulation accessories - Reinforcement fabrics for roofing systems

Textile Market Trends

Leggett & Platt

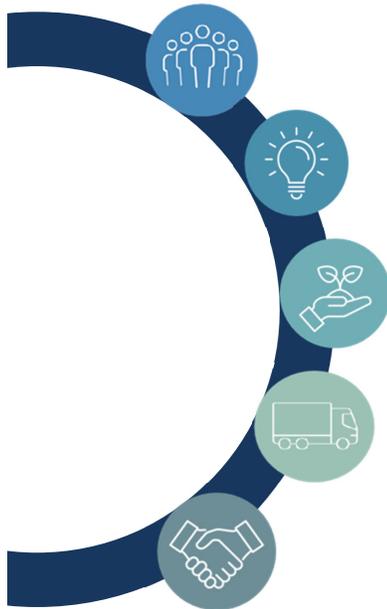
Long-Term Market Outlooks

<p>~\$2B market size</p>	<p>Geo Components</p> <ul style="list-style-type: none"> ▲ Civil Construction <i>Expect construction spending to outpace GDP due to strong renewable energy backlogs, continued investment in fossil fuel development, and pent-up housing demand</i> ■ Retail <i>Spending likely to track closely with GDP</i>
<p>~\$1B market size</p>	<p>Fabric Converting</p> <ul style="list-style-type: none"> ■ Furniture <i>Mature market expected to track with GDP</i> ■ Bedding <i>Addressable market erosion from foam and import mattresses has been a headwind</i> ▲ Draperies <i>Believe there is pent-up demand in hospitality refurbishment and new property construction</i> ▲ Filtration <i>Expected to outpace GDP</i> ▲ Building Products <i>Housing shortage likely to drive market growth at or slightly above GDP</i> ▲ Packaging <i>Expected to outpace GDP</i> ▲ Automotive <i>Believe greater than GDP growth is possible due to expanded product applications</i> ■ Dye & Finish <i>Expected to track with residential housing turnover and military spending activity</i>

Sustainability

2025 Sustainability Highlights

Leggett & Platt



Our People

- Foster a positive, engaging, and inclusive culture
- Enhance our safety culture

Innovative Products

- Reduce environmental impacts of our products across their lifecycle
- Improve chemical management in our business

The Environment

- Demonstrate our ongoing commitment to environmental responsibility
- Reduce greenhouse gas (GHG) emissions

Innovative Products

- Improve performance of our fleet
- Maintain ethical and responsible sourcing practices

Business Ethics & Governance

- Uphold high standards of ethical conduct
- Maintain a high-functioning and effective Board of Directors and Executive Leadership Team



Our People

Foster a positive, engaging, and inclusive culture

- In 2024, we supported our W:ISE employee resource group and provided training programs throughout our businesses and operations. More than 900 leaders participated in People First – a training series aimed at building essential habits of a positive and engaging culture.
- We developed the Foundational Leadership program for first-time people leaders.
- We launched LPVoice – our first global employee engagement survey – and received more than 8,000 responses.

Enhance our safety culture

- Our comprehensive health and safety management system, SafeGuard, supports workplace safety.
- For the past three years, we've outperformed industry benchmarks, maintaining a lower global incident rate and fewer lost day occurrences across our operations.

Innovative Products



Reduce environmental impacts of our products across their lifecycle

Automotive



Our lightweight components help to reduce overall vehicle weight, improve fuel efficiency, and reduce noise

Flooring Products



Our carpet underlay products make a direct contribution towards LEED green building certification for our customers

Geo Components



Our innovative solution, the Terra Tex® Bio Fence, is designed to minimize plastic waste at job sites by replacing traditional plastic silt fences

U.S. Spring



Our mattress innersprings contain 94% recycled scrap steel content

Specialty Foam



We are pioneering bio-based formulas as a potential solution to reduce the amount of petroleum products in mattress foams

Improve chemical management within our business

- We hold important product certifications, including:
 - ✓ **CertiPUR-US certification** for our Specialty Foam products
 - ✓ **Carpet and Rug Institute Green Label-plus certification** for carpet cushion products in our Flooring Products business.
- In 2024, we engaged a third party to assess our chemical management program and assist in designing aspirational processes, roles, systems, and needs related to the review, approval, procurement, inventory optimization, and regulatory compliance of chemicals.

The Environment



Demonstrate our ongoing commitment to environmental responsibility

- We have 24 facilities certified to ISO 14001, primarily within our Automotive and Hydraulic Cylinders businesses.
- Dust created from our rod mill's electric arc furnace is processed in a kiln where zinc and heavy metals are recovered. In 2024, approximately 1,700 tons of zinc were reclaimed with the remaining kiln by-product used by the cement industry as a raw material.
- In 2024, we conducted our third global water use inventory, including withdrawal, discharge, and consumption from all facilities.

Reduce greenhouse gas emissions

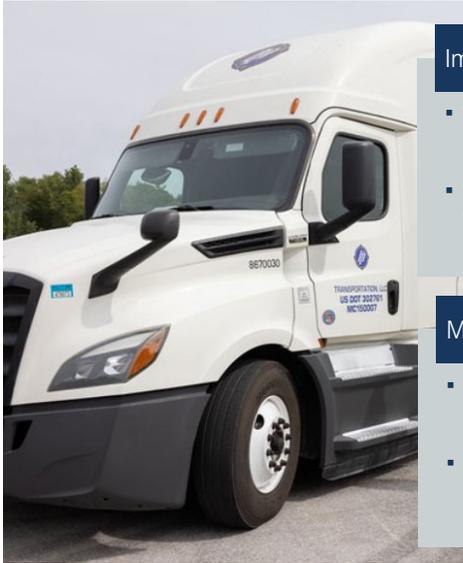
- In 2024, we initiated compilation of our first Scope 3 emissions inventory, which we anticipate completing by the end of 2025.
- We are striving toward a goal of upgrading 1/3 of our U.S. fleet to new and more efficient sleeper tractors in 2025.
- As a member of the Global Steel Climate Council, our Steel Rod business has committed to reduce greenhouse gas emissions from Scope 1, Scope 2, and upstream Scope 3 categories.



¹ At the end of 2024, our total GHG emissions, measured using a market-based approach, were approximately 21% less than our combined Scope 1 and 2 GHG emissions over the baseline year of 2019, which was due, in significant part, to the decrease of production over the same period.

² Market-based Scope 2 emissions are used to assess emission reduction progress. Scope 1 and 2 calculations included the following gases: Carbon dioxide, methane, nitrous oxide.

Supply Chain Management



Improve performance of our fleet

- We are a long-standing, fully certified and validated member of the CTPAT program. We are both a domestic and foreign manufacturer member of the CTPAT program and have been participating in the program since its inception.
- We maintain a comprehensive Supply Chain Risk Management program to identify opportunities and address potential risk. Through our third-party risk-monitoring platform, we systemically monitor varying risk criteria, including financial, sustainability, and operational risks.

Maintain ethical and responsible sourcing practices

- Improving our global logistics performance is an important factor in our supply chain management efforts, and we continue to make progress toward our goal to improve our logistics and network efficiency.
- Collectively, all modes of our domestic and international logistics showed a reduction in emissions by 2.4%¹ over the previous year. We also decreased our global logistics carbon intensity through concerted efforts by using more efficient modes of transportation.

¹ Data calculated using Net Zero Action Green Freight Handbook CO₂ emission factors (netzeroaction.org). This includes international and domestic air, ocean, and land freight for shipments billed to our locations only.

Business Ethics & Governance



Maintain a high-functioning and effective Board of Directors and Executive Leadership team

- Our Board reviews evolving corporate governance best practices, changing regulatory requirements, and shareholder feedback and makes changes it believes are in the best interest of Leggett & Platt and its stakeholders.
- We recognize the value of cultivating a Board with a diverse mix of opinions, perspectives, skills, experiences, and backgrounds, which we believe enhances the decision-making process and achievement of our long-term strategy.
- As of May 2025, 7 of our 8 directors were independent, and 5 of our 7 independent directors were diverse by race/ethnicity or gender.

Uphold high standards of ethical conduct

- Every year, we provide business ethics resources and training to substantially all employees with company email access to ensure our standards are met.
- Through our Ethics Hotline, our employees, suppliers, and customers are all empowered, without fear of retaliation or punishment, to raise questions or concerns about our operations and business practices and are encouraged to report behaviors that they believe may violate the law or Company policy.



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 eight directors, seven 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

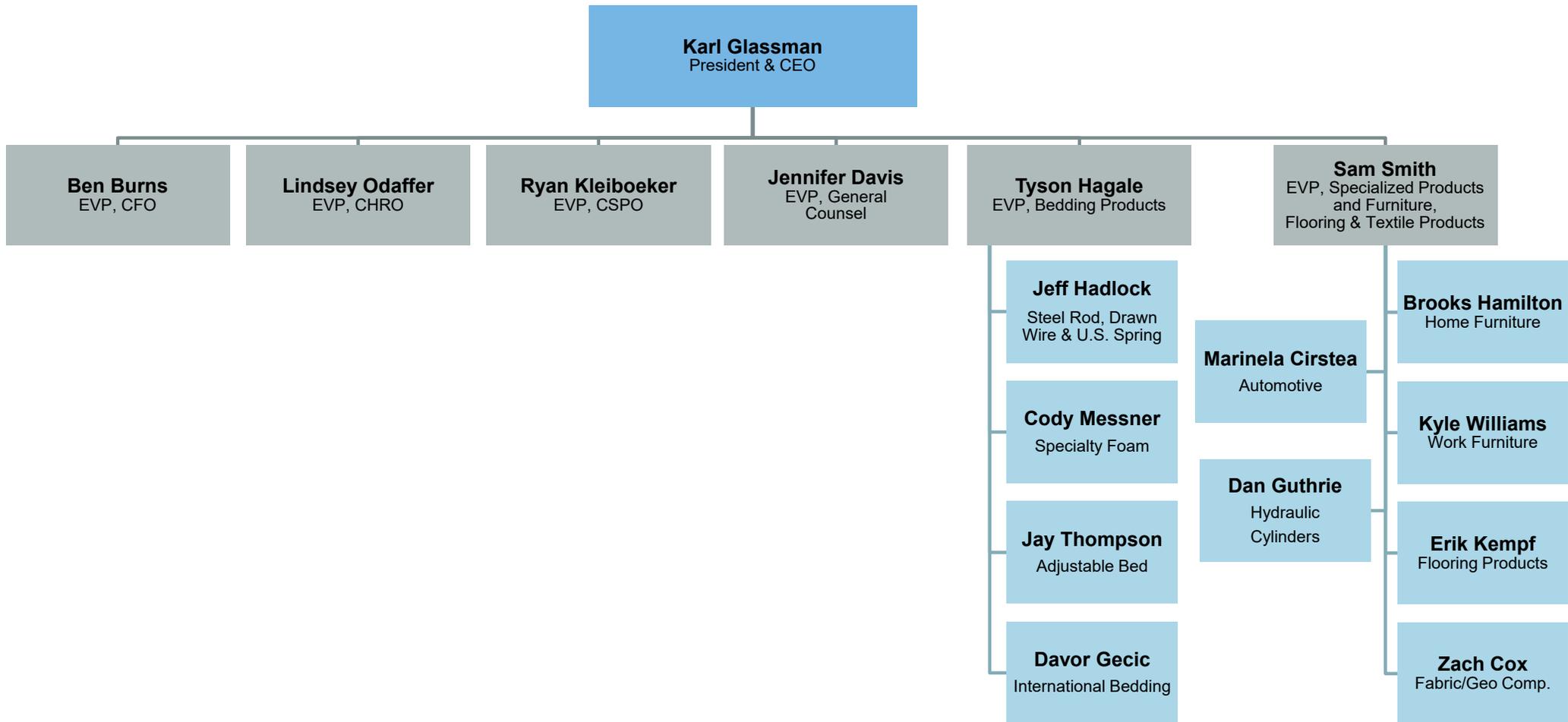
Companies are known by the reputation their directors and employees earn. Through the years, Leggett has set a high standard for honesty, integrity, and ethical conduct. In addition to continuously promoting an atmosphere for ethical conduct, the Board has adopted a **Code of Business Conduct & Ethics**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

December 2025



Angela Barbee, 59, 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 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.



Robert E. Brunner, 68, 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 Auto 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 University. He was first elected as a director of the Company in 2009.



Mary Campbell, 58, served as President, vCommerce Ventures of Qurate 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, 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, Chief 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 Kontoor 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.



Karl G. Glassman, 67, 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, 73, served as President and Chief Executive Officer of the Household Products Division of Energizer Holdings, Inc., a manufacturer of portable power solutions, 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, 61, served as Executive Vice President and President, Operations Cummins Inc., a global manufacturer of engines and power solutions from 2024 through his retirement in April 2025. 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, 59, 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, 72, 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 has also served as Chief Executive Officer of KirtleyWood LLC, a board advisory firm, since January 2025. Ms. Wood is a director of Invesco, Ltd. and previously served as a director of Pioneer Natural Resources. 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	Wood (Chair), Barbee, Campbell, Padmanabhan, Shah
Human Resources and Compensation	Shah (Chair), Barbee, Brunner, Campbell, McClanathan
Nominating, Governance and Sustainability	McClanathan (Chair), Brunner, Padmanabhan, Wood

Management, Leggett & Platt, Incorporated December 2025



Karl G. Glassman, 67, 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, 48, 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, 50, 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, 48, 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, 47, 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.



Lindsey N. Odaffer, 43, Executive Vice President–Chief Human Resources Officer

Lindsey Odaffer was appointed Executive Vice President–Chief Human Resources Officer in January 2025. She previously served as Vice President, Financial Support Services in 2024, Vice President, Internal Audit/Due Diligence from 2017 to 2023, and in various other internal audit roles of increasing responsibility since 2005.



R. Samuel Smith, Jr., 57, Executive Vice President, President–Specialized Products and Furniture, Flooring & Textile Products

Sam Smith was appointed Executive Vice President–Specialized Products and Furniture, Flooring & Textile Products in February 2025. He previously served as Executive Vice President, President–Furniture, Flooring & Textile Products since April 2024, President–Home Furniture, from 2020 to 2024, VP Operations–Home Furniture from 2019 to 2020, VP Operations–Seating & Distribution from 2018 to 2019, and General Manager of our Matrex division, a Home Furniture operation from 2014 to 2018. Prior to joining the Company, he held various leadership, sales, and engineering roles at other manufacturing and service companies.



Tammy M. Trent, 59, Senior Vice President–Chief Accounting Officer

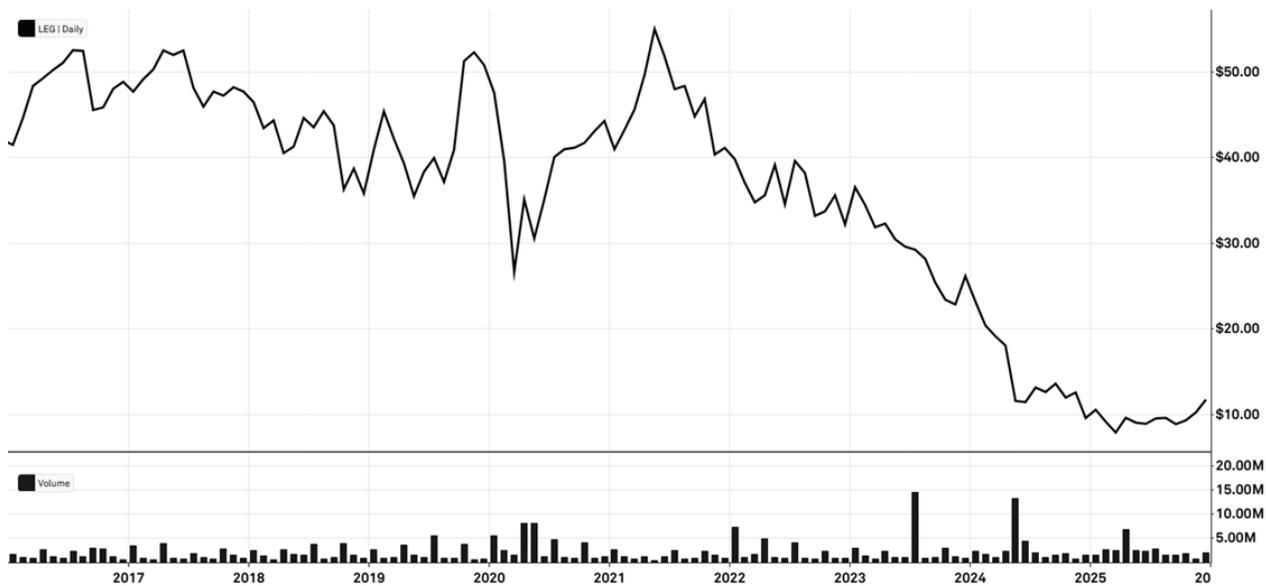
Tammy Trent was appointed Senior Vice President in 2017 and has served as Chief Accounting Officer since 2015. She previously served as Vice President from 2015 to 2017 and Staff Vice President, Financial Reporting from 2007 to 2015. She has served the Company in a series of progressively more responsible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

Stock Information

Leggett & Platt – 1 Year Price History (As of December 2025)



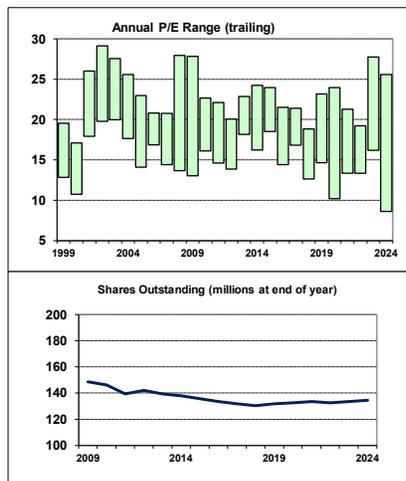
Leggett & Platt – 10 Year Price History (As of December 2025)



	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	2025
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	9.60
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	11.47
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	9.04	6.48
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	9.60	
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	1.05	
P/E Low (tm)	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	9	
P/E High (tm)	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	26	
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	133.4	134.4	
Fraction of Shares Traded	30%	36%	55%	62%	54%	66%	73%	77%	101%	106%	220%	446%	308%	282%	301%	311%	199%	174%	190%	167%	181%	256%	224%	250%	195%	209%	214%	441%	

* EPS beginning in 2002 is from continuing operations and is adjusted to exclude unusual items.

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	2025
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	9.68
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	9.60	
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	9.04	6.48
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	9.25	6.56
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	14.96	9.18
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	11.05
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	11.47
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	630	800
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	2331	2159
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	9135	21124
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	592.1	488.0



Note: Volumes are in thousands of shares.

Monthly Stock Price Info

Year	Data	Month												Grand Total
		1	2	3	4	5	6	7	8	9	10	11	12	
2025	Monthly Low	8.70	8.96	7.74	6.48	8.63	8.57	8.79	7.86	8.64	8.34	8.57		6.48
	Minimum Close	9.36	9.14	7.91	6.56	8.71	8.73	9.55	8.08	8.76	8.49	8.72		6.56
	Average Close	\$10.41	\$9.88	\$8.27	\$7.41	\$9.24	\$9.22	\$9.99	\$9.15	\$9.41	\$9.07	\$9.12		\$9.18
	Maximum Close	11.05	10.45	8.90	9.62	9.72	9.62	10.59	9.85	10.20	10.59	10.26		11.05
	Monthly High	11.23	11.47	9.38	9.75	10.15	9.77	10.60	9.96	10.34	10.73	10.27		11.47
	Minimum Daily Volume	1,075	1,475	1,914	1,703	1,218	1,122	1,215	1,134	1,465	901	800		800
	Average Daily Volume	1,592	2,009	3,582	3,361	2,212	1,843	1,971	1,814	1,908	1,651	1,725		2,159
	Maximum Daily Volume	2,108	3,429	21,124	10,805	4,307	2,952	3,327	4,654	3,301	4,416	2,488		21,124
	Monthly Volume	30,248	38,175	75,214	70,589	46,459	35,008	43,372	38,090	40,072	37,962	32,783		487,972
2024	Monthly Low	9.40	19.60	17.81	17.19	10.11	9.04	10.59	11.95	11.06	11.71	11.15	9.18	9.04
	Minimum Close	9.55	19.80	18.08	17.30	10.32	9.25	10.67	12.01	11.59	12.00	11.28	9.50	9.25
	Average Close	\$23.74	\$21.20	\$19.45	\$18.20	\$12.14	\$11.56	\$12.21	\$12.55	\$12.72	\$12.87	\$12.06	\$10.89	\$14.96
	Maximum Close	26.41	23.38	20.84	18.99	13.95	12.45	13.48	13.00	14.12	13.67	13.06	12.75	26.41
	Monthly High	26.84	23.54	21.03	19.33	14.30	12.74	13.62	13.70	14.24	13.82	13.20	12.76	26.84
	Minimum Daily Volume	711	757	1,100	1,195	1,718	1,922	985	900	1,113	760	684	630	630
	Average Daily Volume	1,462	1,576	2,028	1,583	4,181	6,698	1,901	1,558	2,008	1,373	1,648	2,202	2,331
	Maximum Daily Volume	3,114	5,272	5,814	2,299	15,912	49,135	2,942	3,147	6,343	3,473	2,988	5,743	49,135
	Monthly Volume	32,159	31,517	40,554	34,824	91,988	133,967	41,825	34,279	40,156	31,579	32,967	46,247	592,062
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

Note: Volumes are in thousands of shares.

Monthly Stock Price Info

Year	Data	Month												Grand Total
		1	2	3	4	5	6	7	8	9	10	11	12	
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
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

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

Institution Name	2025				2024				2023				2022				2021				2020				2019				
	Dec	Sept	Jun	Mar	Dec	Sept	Jun	Mar	Dec	Sept	Jun	Mar	Dec	Sept	Jun	Mar	Dec	Sept	Jun	Mar	Dec	Sept	Jun	Mar	Dec	Sept	Jun	Mar	
1 BLACKROCK FUND ADVISORS	<i>index</i>	19.3	19.2	15.3	16.3	15.5	16.6	15.0	15.0	15.3	14.2	14.7	14.5	14.1	13.7	13.5	13.2	9.3	9.3	9.3	8.6	8.8	8.8	10.0	10.0	9.6	9.6	9.6	
2 VANGUARD GROUP, INC.	<i>index</i>	18.6	17.0	16.4	15.4	14.7	14.9	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	
3 STATE STREET GLOBAL ADVISORS	<i>index</i>	5.6	5.6	4.5	4.6	4.4	4.4	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	
4 GEODE CAPITAL MANAGEMENT, LLC	<i>index</i>	3.0	3.2	2.1	2.1	2.2	2.1	2.1	2.1	2.0	1.9	1.9	1.8	1.7	1.7	1.7	1.9	2.6	2.5	2.5	2.4	2.3	2.3	2.4	2.2	2.0	2.0	2.0	
5 D.E. SHAW & COMPANY, L.P.		3.0	3.1	2.6	2.0	2.1	3.3	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	
6 INVENOMIC CAPITAL MANAGEMENT, L.P.		2.3	1.6	2.0	1.5	0.9	0.2	0.2																					
7 MARSHALL WACE NORTH AMERICA, L.P.		2.3	3.4	2.5	0.6						0.2					0.6	0.0	0.0	0.1				0.3		0.0				0.0
8 WELLINGTON MANAGEMENT COMPANY, LLP		2.1	2.1	1.3	1.2	1.2									0.0	0.0	0.5	0.5	0.5	0.5	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
9 CHARLES SCHWAB INVESTMENT MANAGEMENT, INC*	<i>index</i>	2.0	2.0	1.5	4.8	4.5	4.6	4.4	3.4	6.2	5.8	5.7	5.7	5.4	5.1	4.9	4.6	4.8	4.6	4.5	4.9	4.9	5.2	5.3	1.4	1.3	1.3	1.3	1.3
CHARLES SCHWAB INVESTMENT ADVISORY, INC (THOMASPARTNERS, INC.)*																									3.6	3.5	3.3	3.1	
10 DIMENSIONAL FUND ADVISORS, L.P.	<i>quant</i>	2.0	1.9	1.3	1.9	2.1	2.3	2.7	2.4	2.1	2.3	2.3	2.2	2.0	1.8	1.7	1.6	1.5	1.5	1.6	1.6	1.6	1.6	1.4	1.3	1.3	1.2	1.2	
11 QUANTINNO CAPITAL MANAGEMENT, L.P.		1.9	1.1	0.4	0.2	0.1	0.1																						
12 MORGAN STANLEY & COMPANY, LLC	<i>broker</i>	1.6	2.2	0.4	0.7	1.5	1.5	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	0.8	0.7	0.7	0.6	
13 BLACKROCK ADVISORS, LLC		1.5	1.4	0.3	0.3	0.3	1.2	1.9	1.6	1.3	0.6	0.7	0.7	0.6	0.6	0.6	0.6	0.8	0.8	0.8	0.7	0.7	0.7	0.8	0.8	0.8	0.8	0.8	0.8
14 DAVID S. HAFFNER, FORMER CHAIRMAN								1.8				1.8				1.8								1.8					1.8
15 TWO SIGMA INVESTMENTS, L.P.	<i>quant</i>	1.4	1.2	1.2	0.9	0.6	0.2		0.3	0.1	0.1	0.0			0.0	0.1	0.1					0.0	0.0	0.2	0.2	0.1			
16 NORTHERN TRUST INVESTMENTS, INC.	<i>index</i>	1.3	1.3	0.8	1.4	1.6	1.0	1.1	0.9	0.9	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.1	1.1	1.2	1.2	1.2	1.2	1.3	1.2	1.3	1.3	1.3	1.3
17 TWO SIGMA ADVISERS, L.P.	<i>quant</i>	1.3	1.3	1.4	0.6	0.3	0.3		0.2	0.1		0.0			0.0	0.0							0.1	0.1	0.0				
18 ID-SPARINVEST, FILIAL AF SPARINVEST S.A., LUXEMBOURG		1.2	1.2	1.2	1.6	1.6	1.6	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
19 NORGES BANK INVESTMENT MGMT (Norway SWF)		1.2	1.2		1.6	1.6	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	1.1	1.1
20 BANK OF AMERICA PRIVATE BANK		1.2	0.7	0.2	0.1	0.3	0.3	0.2	0.1	0.1	0.1	0.1	0.0		0.1														
21 PACER ADVISORS, INC.	<i>index</i>	1.1	1.4	1.7	12.2	13.3	14.0	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
22 PIMCO - PACIFIC INVESTMENT MANGEMENT COMPANY		1.1	0.7	0.4	0.2	0.0	0.0	0.0	0.0	0.1	0.1	0.0																	
23 PARAMETRIC PORTFOLIO ASSOCIATES, LLC	<i>quant</i>	1.0	1.1	0.8	1.1	2.1	1.6	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	
24 FIDELITY INVESTMENTS CANADA ULC		1.0	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													
25 BALYASNY ASSET MANAGEMENT, L.P. (U.S.)		1.0	0.0	0.3	0.0	0.2	0.3	0.0	0.3																				
26 CITADEL ADVISORS, LLC	<i>index</i>	0.8	0.8	1.0	0.2	0.2	0.3	0.1	0.6	1.2	0.5	0.4	0.2	0.1	0.3	0.1	0.4	0.1	0.0	0.0	0.0	0.0	0.1	0.2	0.3	0.7	0.3	0.1	
27 APERIO GROUP, LLC	<i>index</i>	0.8	0.8	0.4	0.6	1.2	0.8	0.3	0.3	0.2	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	0.1	0.1	0.1	0.1	0.0	0.0
28 TREXQUANT INVESTMENT, L.P.		0.8	1.2	1.6	1.2	0.6			0.2	0.2							0.0								0.0	0.0			
29 GOTHAM ASSET MANAGEMENT, LLC		0.8	1.2	0.2	0.1	0.4	0.3	0.1	0.1	0.0	0.0	0.0																	
30 RENAISSANCE TECHNOLOGIES, LLC	<i>quant</i>	0.8	0.4	0.2											0.0	0.7	0.1						0.6	0.5	0.4				
31 AQR CAPITAL MANAGEMENT, LLC	<i>quant</i>	0.8	0.7	1.4	1.6	1.5	2.0	0.2	0.1	0.2			0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1
32 UBS FINANCIAL SERVICES, INC.		0.7	1.5	1.1	0.6	0.2	0.3	0.4	0.3	0.5	0.2	0.3	0.1	0.1	0.1	0.1	0.1	0.2	0.2	0.2	0.2	0.4	0.3	0.4	0.5	0.5	0.6	0.5	
33 GOLDMAN SACHS & CO.	<i>broker</i>	0.7	0.1	0.3	0.3	0.1	0.1	0.0	0.2	0.0	0.0	0.1	0.7	0.6	0.5	0.6	0.1	0.2	0.0	0.0	0.1	0.3	0.3	0.3	0.6	0.7	0.6	0.6	
34 HOTCHKIS AND WILEY CAPITAL MANAGEMENT, LLC		0.7	0.8	1.0	0.6	0.6	0.6	0.4																					
35 INVESCO CAPITAL MANAGEMENT, LLC	<i>index</i>	0.7	0.7	0.8	0.7	0.6	1.0	2.7	1.8	1.6	1.0	1.4	1.6	1.1	1.1	1.0	0.7	2.9	2.0	2.0	1.5	1.2	1.4	0.9	1.1	1.4	2.9	2.4	
36 SEVEN SIX CAPITAL MANAGEMENT, LLC		0.7	0.7	0.7	0.6																								
37 OSTRUM ASSET MANAGEMENT S.A.		0.7	0.7																										
38 BNP PARIBAS ARBITRAGE S.A. (U.S.)		0.7	0.5	0.5	0.1	0.1	0.2	0.1	0.0	0.1	0.0	0.0	0.0	0.1	0.1	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
39 SOUTH DAKOTA INVESTMENT COUNCIL		0.7	0.8	0.7	0.5	0.4	0.4	0.2	0.1	0.1	0.1	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
40 PRINCIPAL GLOBAL INVESTORS, LLC		0.7	0.7	0.7	0.7	0.5	0.7	0.5	0.5	0.5	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
41 VOLORIDGE INVESTMENT MANAGEMENT, LLC	<i>quant</i>	0.6	0.7	0.5	1.2	1.4	1.6	0.8	0.3	0.2			0.0	0.0	0.3	0.3	0.1		0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.1	0.1	0.1
42 BRIDGEWAY CAPITAL MANAGEMENT, LLC	<i>quant</i>	0.6																											
43 RBF CAPITAL, LLC		0.6	0.6	0.5	0.0	0.0	0.0		0.0																				
44 US BANK PRIVATE ASSET MANAGEMENT		0.6	0.6	0.6	0.6	0.6	0.6	0.7	0.7	0.7	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	2.0	2.1	2.0	1.8	
45 PSP INVESTMENTS		0.5	0.5	0.4	0.3	0.3	0.3																						
46 PGIM QUANTITATIVE SOLUTIONS, LLC	<i>index</i>	0.5	0.4	0.1	0.1	0.2	0.2	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	0.0	0.0	0.0	0.0
47 J.P. MORGAN SECURITIES, LLC	<i>broker</i>	0.5	0.1	0.3	0.0	0.5	0.2	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.1	0.1	0.0	0.0	0.0	0.5	0.5	0.5	0.5	
48 EMPOWERED FUNDS, LLC	<i>index</i>	0.5	0.0	0.0																									

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

Institution Name	2025				2024				2023				2022				2021				2020				2019										
	Dec	Sept	Jun	Mar	Dec	Sept	Jun	Mar	Dec	Sept	Jun	Mar	Dec	Sept	Jun	Mar	Dec	Sept	Jun	Mar	Dec	Sept	Jun	Mar	Dec	Sept	Jun	Mar							
Previous Holders of More Than 1 Million Shares																																			
BNP PARIBAS ASSET MANAGEMENT FRANCE													0.0	0.0	0.0	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	1.2	1.3	1.0	1.3			
DEPRINCE, RACE & ZOLLO, INC.																																			
EPOCH INVESTMENT PARTNERS, INC.									0.0	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							
FIDELITY MANAGEMENT & RESEARCH COMPANY		0.1	0.1	0.0	0.3	0.5	0.0	0.0	0.0	0.2	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						
FIRST TRUST ADVISORS, L.P.	<i>quant</i>				0.0	0.2		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							
HAMLIN CAPITAL MANAGEMENT, LLC																																			
HRT FINANCIAL, L.P.	<i>broker</i>		0.0	1.4		0.0											0.0	1.1											0.1						
JANE STREET CAPITAL, LLC	<i>quant</i>	0.1	0.1	1.2	0.8	0.1	0.4	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							
LORD, ABBETT & CO, LLC																		1.1	1.4	1.4	1.4	1.4	1.3												
MACQUARIE INVESTMENT MGMT			1.4	1.0		0.3	0.3										1.2	1.2	1.2	1.2															
MILLENNIUM MANAGEMENT, LLC		0.1	2.0	4.6	0.5	0.8	0.2	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							
MORGAN STANLEY INVESTMENT MANAGEMENT INC.		0.1	0.1	1.8	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	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
NEUBERGER BERMAN INVESTMENT ADVISORS, LLC																	0.9	1.2	1.1	1.2	1.1	1.0	0.6												
OLD REPUBLIC ASSET MANAGEMENT	<i>quant</i>								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	1.4	1.3	1.3	1.3	1.3						
POINT72 ASSET MANAGEMENT, L.P.		0.0	1.0	1.6	0.7	0.1		0.1	0.7	0.1	0.2	0.0	0.0	0.3	0.2	0.1	0.2	0.0	0.0	0.1	0.0	0.1	0.3	0.1	0.1	0.0	0.1	0.1							
PPM AMERICA, INC.																																			
PROFUND ADVISORS, LLC	<i>index</i>							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							
QUBE RESEARCH & TECHNOLOGIES, LTD	<i>quant</i>				0.3			1.6	1.1	0.8	0.2	0.0	0.1	0.0					0.0	0.1	0.0	0.0	0.1	0.1	0.0	0.0	0.0								
SCOPUS ASSET MANAGEMENT, L.P.						1.7			0.0																										
SILVERCREST ASSET MANAGEMENT GROUP, LLC																	0.0	1.0	1.0	1.0	0.9	0.7	0.8	0.8	0.7	0.6	0.6	0.7	1.0	0.9	0.8	0.8			
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	0.3	1.3	1.2	1.2	1.2					
STATE STREET GLOBAL ADVISORS, LTD	<i>index</i>	0.2	0.2	0.0	0.0	0.0	0.0	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	0.8	1.3	1.4	1.1	1.1							
SUSQUEHANNA FINANCIAL GROUP, LLLP	<i>broker</i>	0.4	0.7	1.1	0.1	0.0	0.0	0.5	0.1	0.3	0.1	0.0	0.0	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	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
THRIVENT ASSET MANAGEMENT, LLC		0.1	0.1	0.1	0.1	0.1	0.2	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												
TIAA-CREF INVESTMENT MANAGEMENT, LLC		0.4	1.2	0.5	0.3	0.2	0.2	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							

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Financials

Recent Financials

Leggett & Platt

(\$ millions, except EPS)	2019	2020	2021	2022	2023	2024
Net trade sales	\$4,753	\$4,280	\$5,073	\$5,147	\$4,725	\$4,384
EBIT	498	453	568	485	334	267
EBIT margin	10.5%	10.6%	11.2%	9.4%	7.1%	6.1%
Earnings	324	294	381	310	189	144
EPS	2.39	2.16	2.78	2.27	1.39	1.05
EBITDA	690	642	755	665	513	403
EBITDA margin	14.5%	15.0%	14.9%	12.9%	10.9%	9.2%
Cash from ops	668	603	271	441	497	306

- 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

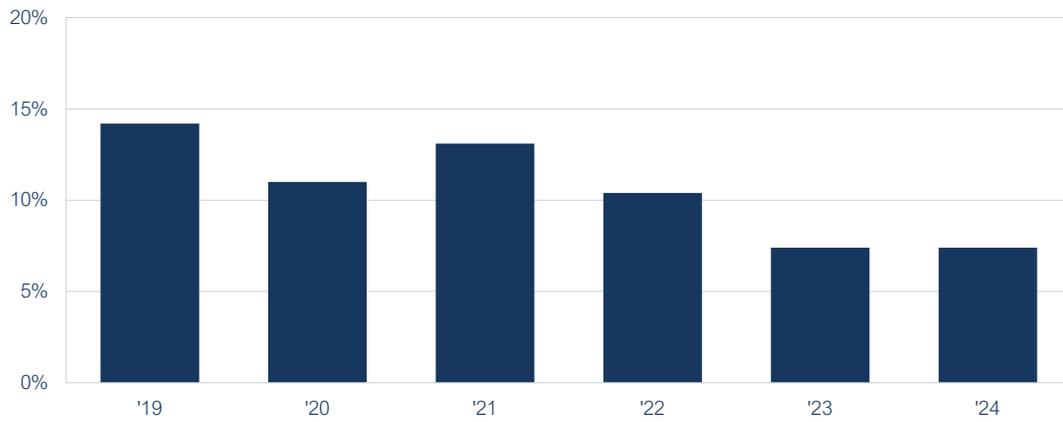
Leggett & Platt



- 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

Leggett & Platt



- 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



58 Year Financial History

Income Statement¹ -- Page 1

For the Fiscal Year	Income Statement									EBITDA		Per Share Amounts			Shares		Per Share Amounts		
	Net Trade Sales	Gross Profit ²	SG&A ²	Other Expense (Income)	EBIT ^{3,4,5}	Net Int. Exp.	Interest Income	Inc. Tax ^{3,4}	Net Earnings ^{3,4}	Dep. & Amort.	EBITDA	NOT Split Adjusted			Share Count ⁶ (fully diluted)	Stock Splits ⁷	Split Adjusted		
												Oper Cash Flow	Dividends	Market Price, Dec 31			EPS ^{3,4}	Oper Cash Flow	Dividends
	(In Millions, except per share data)																		
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	0.08	
1968	17.3	3.3	2.1	1973 SGA	1.3	0.2	0.5	0.6			1.60	0.56	25.00	0.4		0.017	0.0062	0.28	
1969	25.2	4.7	2.9	& other	1.7	0.3	0.6	0.7			0.93	0.35	21.13	0.8	5:3	0.017	0.0066	0.39	
1970	30.1	6.3	4.0	expense	2.3	0.6	0.7	1.0			0.98	0.36	12.75	1.0		0.018	0.0067	0.24	
1971	37.0	7.8	4.8	are	3.0	0.7	1.1	1.2			1.16	0.36	17.38	1.0		0.021	0.0067	0.32	
1972	58.5	13.4	8.0	summed	5.4	0.7	2.2	2.5			1.07	0.25	34.63	2.3		0.030	0.0069	0.64	
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	0.27	
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	0.35	
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	0.47	
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	0.56	
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	0.46	
1980	229.2	35.8	17.6	0.9	18.1	3.4	6.2	8.4			2.06	0.51	12.25	4.1		0.086	0.021	0.51	
1981	262.6	43.4	20.1	0.5	23.6	3.0	8.7	12.0			3.14	0.60	22.13	3.8		0.131	0.025	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		0.106	0.028	1.07	
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	1.57	
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	2.77	
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	3.22	
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	2.75	
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	0.64	23.75	18.2		0.271	0.297	2.97
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	0.74	30.00	18.5		0.323	0.374	3.75
1990	1,088.6	179.2	91.5	21.9	86.0	15.2	27.1	43.7	34.4	120.4	2.43	3.52	0.84	26.38	18.7		0.293	0.440	3.30
1991	1,081.8	178.3	100.2	2.0	76.1	12.3	24.5	39.4	36.4	112.5	2.18	4.64	0.86	37.88	18.8		0.273	0.580	4.73
1992	1,170.5	211.1	102.3	3.2	105.6	5.8	37.3	62.5	38.2	143.8	1.63	2.52	0.46	34.00	38.6	2:1	0.408	0.629	8.50
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	0.54	50.00	41.1		0.523	0.886	12.50
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	0.62	35.00	41.6		0.695	1.040	8.75
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	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	0.46	34.63	91.8		0.925	1.296	17.31
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	0.54	41.88	96.6		1.080	1.492	20.94
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	0.32	22.00	200.7	2:1	1.240	1.769	3.15
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	0.36	21.44	200.9		1.450	1.845	0.360
2000	4,276.3	912.3	391.6	39.9	480.8	62.2	154.5	264.1	173.3	654.1	1.32	2.20	0.42	18.93	200.4		1.320	2.200	0.420
2001	4,113.8	816.9	415.2	50.5	351.2	53.9	109.7	187.6	196.6	547.8	0.94	2.67	0.48	23.00	200.4		0.940	2.667	0.480
2002	4,271.8	821.7	394.2	26.9	400.6	42.1	5.0	130.4	164.6	565.2	1.17	2.28	0.50	22.44	199.8		1.170	2.282	0.500
2003	4,388.2	771.7	409.9	6.5	355.3	46.9	6.7	109.2	167.0	522.3	1.05	2.01	0.54	21.63	197.0		1.050	2.007	0.540
2004	5,085.5	915.8	460.2	(6.1)	461.7	45.9	6.8	137.2	177.2	638.9	1.45	1.74	0.58	28.43	196.9		1.450	1.739	0.580
2005	5,299.3	912.8	468.8	47.8	396.2	46.7	6.7	104.9	171.1	567.3	1.30	2.32	0.63	22.96	193.6		1.298	2.316	0.630
2006	5,505.4	998.4	489.5	26.9	482.0	56.2	9.0	134.5	175.4	657.4	1.61	2.56	0.67	23.90	186.8		1.608	2.564	0.670

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

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.

58 Year Financial History

Income Statement¹ -- Page 2

Continuing Operations (see explanation below)

For the Fiscal Year	Income Statement													EBITDA		Per Share Amounts				Shares		Per Share Amounts			
	Net Trade Sales	Gross Profit	Other SG&A Expense (Income)	Int. Exp.	Interest Income	Inc. Tax	Earnings from Continuing Ops.	After-tax Earnings from Disc. Ops.	Net Earnings	Less: Non-Controlling Interests	Net Earnings Attributable to Leggett	Dep. & Amort.	EBITDA	NOT Split Adjusted				Share Count (fully diluted)	Stock Splits	Split Adjusted					
														EPS from Cont. Ops.	Oper Cash Flow	Dividends	Market Price, Dec 31			EPS from Cont. Ops.	Oper Cash Flow	Dividends	Market Price, Dec 31		
																								EPS from Cont. Ops.	Oper Cash Flow
2002	3,342.6	666.6	325.4	11.8	329.4	39.0	4.7	106.4	188.7	36.9	225.6	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	35.6	205.9	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	50.1	287.3	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	769.5	389.7	35.1	344.7	45.7	6.6	86.5	219.1	35.2	254.3	133.4	478.1	1.12	2.32	0.63	22.96	193.6	1.116	2.316	0.630	22.96			
2006	4,266.9	802.6	395.3	20.4	386.9	54.2	6.4	99.5	239.6	64.2	303.8	135.4	522.3	1.26	2.56	0.67	23.90	186.8	1.264	2.564	0.670	23.90			
2007	4,250.0	795.8	429.7	169.6	196.5	58.6	9.5	82.4	65.0	(70.6)	(5.6)	143.5	340.0	0.33	3.41	0.78	17.44	179.8	0.330	3.413	0.780	17.44			
2008	4,076.1	691.2	423.2	35.7	232.3	48.4	8.7	65.1	127.5	(18.5)	109.0	140.4	372.7	0.73	2.59	1.00	15.19	168.2	0.731	2.593	1.000	15.19			
2009	2,673.0	564.9	325.5	31.6	207.8	37.3	5.4	68.9	107.0	8.0	115.0	118.7	326.5	0.65	3.53	1.02	20.40	160.0	0.649	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	6.4	182.8	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	630.5	343.4	21.3	265.8	38.1	6.7	61.5	172.9	(16.5)	156.4	105.4	371.2	1.16	2.24	1.10	23.04	147.0	1.155	2.237	1.100	23.04			
2012	3,414.5	695.6	348.1	23.1	324.4	43.4	6.5	55.7	231.8	18.7	250.5	111.4	435.8	1.57	3.08	1.14	27.22	146.0	1.572	3.080	1.140	27.22			
2013	3,477.2	709.9	367.9	67.4	274.6	44.7	7.7	51.3	186.3	13.4	199.7	116.5	391.1	1.25	2.83	1.18	30.94	147.2	1.249	2.832	1.180	30.94			
2014	3,782.3	790.4	449.6	9.3	331.5	41.8	5.8	70.3	225.2	(124.0)	101.2	98.0	449.4	1.55	2.67	1.22	42.61	143.2	1.550	2.667	1.220	42.61			
2015 ¹	3,917.2	876.8	416.9	23.8	436.1	41.1	4.4	102.7	296.7	1.2	297.9	113.2	549.3	2.05	2.51	1.26	42.02	142.9	2.048	2.513	1.260	42.02			
2016 ¹	3,749.9	913.4	395.7	(18.0)	535.7	38.8	3.9	125.2	375.6	19.1	394.7	115.4	651.1	2.68	3.95	1.34	48.88	140.0	2.680	3.947	1.340	48.88			
2017 ¹	3,943.8	896.6	400.5	13.8	482.3	43.5	7.6	138.4	308.0	(0.9)	307.1	107.0	608.2	2.25	3.23	1.42	47.73	137.3	2.253	3.232	1.420	47.73			
2018 ¹	4,269.5	912.1	425.1	26.7	460.3	60.9	8.4	84.1	323.7	-	323.7	136.1	596.4	2.39	3.26	1.50	35.84	135.2	2.393	3.257	1.500	35.84			
2019 ¹	4,752.5	1,024.0	469.7	67.5	486.8	90.7	7.4	89.4	314.1	-	314.1	191.9	678.7	2.32	4.93	1.58	50.83	135.4	2.319	4.934	1.580	50.83			
2020 ¹	4,280.2	904.1	424.4	72.2	407.5	82.7	3.1	74.8	253.1	-	253.1	189.4	596.9	1.86	4.43	1.60	44.30	135.9	1.862	4.434	1.600	44.30			
2021	5,072.6	1,038.3	422.1	20.2	596.0	76.5	2.6	119.5	402.6	-	402.6	187.3	783.3	2.94	1.98	1.66	41.16	136.7	2.944	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	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	478.8	(90.4)	88.4	5.4	(36.6)	(136.8)	-	(136.8)	179.9	89.5	(1.00)	3.65	1.82	26.17	136.3	(1.004)	3.648	1.820	26.17			
2024	4,383.6	749.1	508.8	670.2	(429.9)	85.9	6.6	2.2	(511.4)	-	(511.4)	136.0	(293.9)	(3.73)	2.23	0.61	9.60	137.3	(3.725)	2.227	0.610	9.60			

Adjusted Continuing Operations (see explanation below)

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	237.2	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	252.1	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	246.6	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	800.8	417.7	14.6	368.5	58.6	9.5	97.4	222.0	222.0	222.0	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	150.5	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	126.0	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	176.4	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	182.3	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	204.8	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	222.9	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	258.3	117.9	502.8	1.78	2.67	1.22	42.61	143.2	1.781	2.667	1.220	42.61
2015 ¹	3,917.2	885.0	407.5	18.3	459.2	41.1	4.4	111.2	311.3	311.3	311.3	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	356.6	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	350.2	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	358.3	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	324.2	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	293.9	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	381.4	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	309.9	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	179.9	513.4	1.39	3.65	1.82	26.17	136.3	1.390	3.648	1.820	26.17
2024	4,383.6	762.3	488.9	6.9	266.5	85.9	6.6	42.9	144.3	144.3	144.3	136.0	402.5	1.05	2.23	0.61	9.60	137.3	1.050	2.227	0.610	9.60

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.

58 Year Financial History

Cash Flow¹ -- Page 1

For the Fiscal Year	Cash From Operations					Investing Activity			Financing Activity				Measures of Cash Flow			
	Net Earnings	Depreciation	Amortization	Working Capital Change	Other	Adds to PP&E	Acquired Firms, net of cash	Other	Debt Added (Repaid)	Stock Issued (Bought)	Dividends Paid	Other	Increase in Cash & Equiv.	Cash from Ops	Free Cash Flow	"Excess" Cash Flow
	(In Millions)															
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													-	5.3	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													-	18.7	18.7	18.7
1981													-	15.7	15.7	15.7
1982													-	14.1	14.1	14.1
1983													-	10.1	10.1	10.1
1984													-	25.6	25.6	25.6
1985													-	26.2	26.2	26.2
	NOTE: For years prior to 1988 the format of cash flow reporting was substantially different. We have attempted to restate prior year cash flows to be somewhat comparable with the current format by adding depreciation and amortization to reported net earnings.															
1986													-	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)	43.2	6.9	(45.2)
1989	45.9	25.7	2.7	(22.2)	3.1	(28.7)	(33.6)	(1.6)	22.4	(5.2)	(12.2)	(0.4)	(4.1)	55.2	26.5	(19.3)
1990	29.4	30.2	4.2	(9.5)	11.5	(42.7)	(43.6)	4.6	36.4	(5.1)	(14.3)	(0.8)	0.4	65.9	23.2	(34.7)
1991	39.4	36.4		11.6	0.1	(33.4)	(9.5)	8.6	(34.4)	0.4	(14.9)	(2.3)	2.0	87.5	54.1	29.7
1992	62.5	38.2		(1.0)	(2.5)	(33.2)	(5.8)	6.3	(42.7)	(1.6)	(21.1)	(0.4)	(1.3)	97.2	64.0	37.1
1993	85.9	39.1	6.2	4.4	10.1	(54.2)	(78.0)	2.8	0.3	1.5	(21.1)	(1.8)	(4.8)	145.7	91.5	(7.6)
1994	115.4	48.8	8.1	5.3	(4.6)	(88.5)	(78.8)	0.7	19.5	1.1	(25.4)	0.7	2.3	173.0	84.5	(19.7)
1995	134.9	58.0	9.1	2.0	(0.8)	(93.9)	(28.7)	(0.6)	(20.7)	(21.5)	(31.9)	(1.9)	4.0	203.2	109.3	48.7
1996	140.5	75.8	16.4	(24.3)	29.7	(96.2)	(89.7)	(3.1)	(16.5)	(5.1)	(30.3)	(1.7)	(4.5)	238.1	141.9	21.9
1997	208.3	88.3	17.3	(29.9)	4.3	(119.4)	(171.6)	8.2	50.1	0.9	(48.0)	(4.5)	4.0	288.3	168.9	(50.7)
1998	248.0	106.1	21.8	(45.5)	24.5	(147.6)	(117.1)	6.7	52.8	(8.5)	(59.9)	(5.5)	75.8	354.9	207.3	30.3
1999	290.5	120.5	28.8	(58.0)	(11.0)	(159.1)	(290.1)	8.2	157.0	(77.5)	(69.1)	(3.1)	(62.9)	370.8	211.7	(147.5)
2000	264.1	139.2	34.1	(7.9)	11.3	(169.7)	(252.3)	(15.2)	145.5	(49.2)	(78.6)	(4.6)	16.7	440.8	271.1	(59.8)
2001	187.6	156.7	39.9	181.6	(31.3)	(128.0)	(95.1)	41.9	(59.6)	(51.3)	(92.5)	-	149.9	534.5	406.5	218.9
2002	233.1	154.4	10.2	32.4	25.8	(124.0)	(45.6)	23.3	(95.0)	(80.5)	(96.3)	-	37.8	455.9	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	(114.5)	(5.6)	(157.1)	(46.4)	33.1	59.0	(73.8)	(109.9)	-	47.4	342.5	185.4	29.1
2005	251.3	160.8	10.3	9.1	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	478.9	312.6	108.3
2007	(11.2)	156.9	26.5	181.7	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	50.4	141.0	(118.3)	(10.3)	391.9	(275.8)	(290.6)	(165.1)	(8.7)	(40.7)	436.2	317.9	142.5
2009	115.0	109.6	20.7	185.6	134.4	(83.0)	(2.8)	13.3	(64.2)	(188.0)	(157.2)	12.4	95.8	565.3	482.3	322.3
2010	182.8	103.0	19.8	(17.5)	74.4	(67.7)	(4.9)	7.5	(45.8)	(106.3)	(154.9)	(6.4)	(16.0)	362.5	294.8	135.0
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

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.

58 Year Financial History

Cash Flow¹ -- Page 2

For the Fiscal Year	Cash From Operations					Investing Activity			Financing Activity				Measures of Cash Flow			
	Net Earnings	Depre- ciation	Amort- ization	Working Capital Change	Other	Adds to PP&E	Acquired Firms, net of cash	Other	Debt Added (Repaid)	Stock Issued (Bought)	Dividends Paid	Other	Increase in Cash & Equiv.	Cash from Ops	Free Cash Flow	"Excess" Cash Flow
	(In Millions)															
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
2024	(511.4)	112.4	23.6	30.0	651.1	(81.6)	-	45.0	(125.9)	(4.9)	(136.3)	(17.3)	(15.3)	305.7	224.1	87.8

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.

58 Year Financial History

Balance Sheet¹ -- Page 2

For the Fiscal Year	Assets						Liabilities							Equity	Net Debt ²	Total Capitalization ³	Net Assets ⁴	Net Working Capital ⁵	2-Year Average					
	Accts & Notes		Current Assets	Total Assets	Accts Payable	Curr. Debt	Op. Lease Liab.	Oth. Curr. Liab.	Total Curr. Liab.	Long Term Debt	Oper. Lease Liab.	Other & Def. Taxes	Total Assets						Equity	Net Work Capital	Total Assets	Equity	Net Work Capital	Total Capital
	Cash & Equiv	Recvbl																						
Continuing Operations																								
2005 ^{6,7}	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	
2024	350.2	559.4	722.6	1,690.5	724.4	3,661.6	497.7	1.3	53.4	294.0	846.4	1,862.8	131.1	131.1	690.2	1,513.9	2,815.2	2,519.7	548.6	4,148	1,012	584	3,094	

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.

58 Year Financial History

Growth Rates & Margins -- Page 2

For the Period Ending	20 and 50 Year Growth - CAGR (%) ¹																	
	Net Sales		EBIT		Net Income		EPS			Cash from Ops			Dividends		Stock Price			
	20 Yr	50 Yr	20 Yr	50 Yr	20 Yr	50 Yr	20 Yr	50 Yr	10 Yr	20 Yr	50 Yr	10 Yr	20 Yr	50 Yr	20 Yr	50 Yr		
2024	(0.7)	8.0	(2.7)	6.9	(3.4)	7.9	(1.6)	7.0		(0.6)	—		0.3	9.0	(5.3)	8.7		

For the Period Ending	Margins (%)			Sales Growth		1, 5, and 10 Year Growth - CAGR (%) ¹																				
	Gross Profit	EBIT	Net Earnings	Annual Growth		Net Sales			EBIT			Net Income			EPS			Cash from Ops			Dividends			Stock Price		
				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

Adjusted Continuing Operations (see explanation below)

2002	19.9	9.9	5.6	nm	nm	nm	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	18.5	8.5	4.9	nm	nm	nm	3.8	nm	nm	(10.3)	nm	nm	(9.8)	nm	nm	(8.5)	nm	nm	(13.3)	2.2	10.5	8.0	11.4	14.9	(3.6)	(0.3)	5.6	
2004	18.8	9.5	5.8	nm	nm	nm	16.9	nm	nm	29.8	nm	nm	38.2	nm	nm	38.2	nm	nm	(13.4)	(1.6)	7.1	7.4	10.0	14.1	31.4	5.8	12.5	
2005	19.1	9.8	5.9	nm	nm	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	(0.9)	2.6	nm	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	nm	(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)	nm	(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	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)	nm	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	nm	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	nm	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	nm	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	nm	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 ^c	22.6	11.7	7.8	0.3	3.3	nm	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 ^c	24.4	13.5	9.5	(1.4)	(2.9)	nm	(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 ^c	23.1	12.2	8.9	5.6	(0.4)	nm	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 ^c	21.6	11.8	8.4	6.2	2.1	nm	8.3	4.2	nm	4.3	8.6	nm	2.3	10.2	nm	3.1	12.1	nm	(0.8)	1.1	0.1	5.6	4.9	4.1	(24.9)	3.0	9.0	
2019 ^c	21.4	10.5	6.8	(3.1)	14.4	nm	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 ^c	21.1	10.6	6.9	(10.8)	0.9	nm	(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	nm	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	nm	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	nm	(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)	
2024	17.4	6.1	3.3	(7.2)	nm	nm	(7.2)	(1.6)	1.5	(20.1)	(11.8)	(3.6)	(23.7)	(15.0)	(5.5)	(24.4)	(15.2)	(5.1)	(38.5)	(14.5)	(2.2)	(66.5)	(17.3)	(6.7)	(63.3)	(28.3)	(13.8)	

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.

58 Year Financial History

Ratios -- Page 1

For the Fiscal Year	Liquidity		Measures of Return on Investment							Measures of Solvency						Other					
	Current Ratio	Inventory Turnover	Du Pont Formula				Total Shareholder Return (TSR)		Return on Invested Capital	Trailing P/E Multiple (Dec. 31)	Dividend Yield	Payout Ratio to Common 1 Yr.	Total Liab to Assets	Debt to Total Capital	Net Debt to Net Capital		Debt to EBITDA	Net Debt to EBITDA	Times Interest Earned	Tax Rate	
			Return on Sales	Asset Turnover	After-tax Return on Avg Assets	Leverage	Return on Average Equity	1 Year													3 Year CAGR
1967	6.4	4.5	3.1%	2.1	6.4%	1.6	9.9%			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%			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	4.0%	1.7	7.0%	2.1	15.0%	(9.2%)	9.2%	11.2%	11.3	3.2%	36%	55%	39%	39%	1.8	1.8	5.7	38.3%	
1991	2.9	5.2	3.6%	1.6	5.9%	2.1	12.4%	46.6%	19.2%	9.2%	17.4	2.3%	39%	49%	33%	33%	1.6	1.6	6.2	38.3%	
1992	2.9	5.7	5.3%	1.8	9.4%	1.8	16.5%	82.1%	33.0%	12.8%	20.9	1.4%	28%	37%	18%	18%	0.7	0.7	18.2	37.4%	
1993	2.6	6.4	5.6%	1.9	10.9%	1.7	18.3%	48.6%	57.4%	15.3%	23.9	1.1%	26%	43%	23%	23%	0.9	0.8	14.8	39.1%	
1994	2.3	6.2	6.2%	1.8	11.4%	1.8	20.2%	(28.8%)	24.6%	16.0%	12.6	1.8%	22%	44%	23%	23%	0.8	0.8	20.3	39.1%	
1995	2.5	5.9	6.6%	1.8	11.5%	1.7	19.8%	40.8%	14.1%	16.2%	15.3	1.6%	24%	40%	20%	19%	0.7	0.6	20.2	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	10.5%	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%	

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

58 Year Financial History

Ratios -- Page 2

For the Fiscal Year	Liquidity		Measures of Return on Investment										Measures of Solvency					Other		
	Current Ratio	Inventory Turnover	Du Pont Formula				Total Shareholder Return (TSR)		Return on Invested Capital	Trailing P/E Multiple (Dec. 31)	Dividend Yield	Payout Ratio to Common 1 Yr.	Total Liab to Assets	Debt to Total Capital	Net Debt to Net Capital	Debt to EBITDA	Net Debt to EBITDA	Times Interest Earned	Tax Rate	
			Return on Sales	Asset Turnover	After-tax Return on Avg Assets	Return on Leverage	Return on Average Equity	1 Year												3 Year CAGR
Adjusted Continuing Operations (see explanation below)																				
2005	2.1	n/a	5.9%	n/a	n/a	n/a	n/a	(17.0%)	3.3%	21.9%	17.8	2.7%	49%	52%	37%	35%	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%	38%	35%	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%	38%	33%	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%	34%	29%	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%	32%	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%
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%
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%
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%
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%
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%
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%
2024	2.0	4.7	3.3%	1.1	3.5%	4.1	14.2%	(61.0%)	(30.6%)	7.4%	9.1	6.4%	58%	81%			4.6	3.8	3.1	22.9%

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.

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.

Current ratio = current assets / current liabilities

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Return on assets = return on sales x asset turnover

Leverage = average total assets / average shareholders equity

Return on equity = return on assets x leverage

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

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.

Year ended Dec. 31	Continuing Operations											2014-2024
	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014 ¹	CAGR
External Sales												
United States	2,633	2,877	3,349	3,271	2,846	3,133	2,682	2,488	2,467	2,704	2,599	0.1%
% U.S.	60.1%	60.9%	65.1%	64.5%	66.5%	65.9%	62.8%	63.1%	65.8%	69.0%	68.7%	
Canada and Mexico	504	529	542	538	477	569	473	414	348	320	297	5.4%
Europe	661	715	625	589	421	509	526	475	445	427	423	4.6%
China	444	465	502	559	442	450	495	482	420	392	390	1.3%
Other Foreign	143	139	129	116	95	93	95	86	69	74	74	6.8%
Subtotal - Foreign	1,751	1,848	1,797	1,802	1,434	1,620	1,588	1,456	1,283	1,214	1,183	
% Foreign	39.9%	39.1%	34.9%	35.5%	33.5%	34.1%	37.2%	36.9%	34.2%	31.0%	31.3%	
Total	4,384	4,725	5,147	5,073	4,280	4,753	4,270	3,944	3,750	3,917	3,782	1.5%
New Countries Entered			Germany	Ireland						Poland		

¹ Sales for 2014 reflect Store Fixtures as discontinued operations.

Quarterly Financial Data

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

Quarterly Financial Data

	1Q11	2Q11	3Q11	4Q11	2011	1Q12 ¹	2Q12 ¹	3Q12 ¹	4Q12 ¹	2012 ¹	1Q13 ¹	2Q13 ¹	3Q13 ¹	4Q13 ¹	2013 ¹	1Q14 ¹	2Q14 ¹	3Q14 ¹	4Q14 ¹	2014 ¹	
Income																					
Net Trade Sales	896	945	941	854	3636	876	867	863	809	3415	861	880	878	859	3477	876	956	997	953	3782	
COGS	<u>726</u>	<u>763</u>	<u>771</u>	<u>711</u>	<u>2971</u>	<u>708</u>	<u>692</u>	<u>684</u>	<u>636</u>	<u>2719</u>	<u>681</u>	<u>694</u>	<u>698</u>	<u>694</u>	<u>2767</u>	<u>699</u>	<u>755</u>	<u>788</u>	<u>750</u>	<u>2992</u>	
Gross Profit	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%	21.4%	20.9%
SGA	<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>	<u>99</u>	<u>92</u>	<u>85</u>	<u>91</u>	<u>368</u>	<u>92</u>	<u>94</u>	<u>131</u>	<u>132</u>	<u>450</u>	
Oper Income	74	84	77	49	283	78	92	93	85	348	81	93	94	74	342	85	107	78	72	341	
Amortization	5	5	5	4	19	6	6	6	6	25	6	5	5	9	25	5	5	5	5	20	
Other	<u>(5)</u>	<u>(0)</u>	<u>0</u>	<u>31</u>	<u>27</u>	<u>0</u>	<u>(1)</u>	<u>(1)</u>	<u>(1)</u>	<u>(2)</u>	<u>(4)</u>	<u>(3)</u>	<u>(11)</u>	<u>60</u>	<u>42</u>	<u>(6)</u>	<u>(0)</u>	<u>(3)</u>	<u>(2)</u>	<u>(10)</u>	
EBIT	74	79	72	13	238	72	86	88	79	324	79	92	99	5	275	86	102	75	68	332	
%	8.3%	8.4%	7.6%	1.5%	6.5%	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%	
Interest Expense	10	9	10	10	38	10	10	11	13	43	13	11	11	10	45	10	10	10	11	42	
Interest Income	<u>2</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>7</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>7</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>8</u>	<u>1</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>6</u>	
Earnings Before Taxes	66	72	63	5	206	64	78	78	68	288	68	82	91	(4)	238	77	93	67	59	296	
Taxes	<u>20</u>	<u>17</u>	<u>18</u>	<u>(5)</u>	<u>50</u>	<u>20</u>	<u>20</u>	<u>27</u>	<u>(11)</u>	<u>56</u>	<u>19</u>	<u>23</u>	<u>24</u>	<u>(14)</u>	<u>51</u>	<u>21</u>	<u>24</u>	<u>13</u>	<u>13</u>	<u>70</u>	
Net Earnings - Continuing	46	56	45	9	156	44	58	51	79	232	50	60	67	11	186	56	70	53	46	225	
Discontinued Operations, net of tax	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>7</u>	<u>16</u>	<u>(5)</u>	<u>19</u>	<u>(0)</u>	<u>12</u>	<u>6</u>	<u>(4)</u>	<u>13</u>	<u>(2)</u>	<u>(93)</u>	<u>(4)</u>	<u>(25)</u>	<u>(124)</u>	
Net Earnings	46	56	45	9	156	45	65	67	74	251	50	72	72	6	200	54	(23)	49	22	101	
Less: Non-controlling Interest	<u>1</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>3</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>2</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>3</u>	
Net Earnings Attributable to Leggett	45	55	45	9	153	44	65	66	73	248	49	71	71	6	197	53	(24)	48	21	98	
%	5.0%	5.8%	4.8%	1.0%	4.2%	5.0%	7.5%	7.6%	9.1%	7.3%	5.7%	8.1%	8.1%	0.7%	5.7%	6.1%	(2.5%)	4.8%	2.2%	2.6%	
Depreciation	25	25	23	24	98	22	21	23	21	86	23	23	22	23	91	24	25	24	25	98	
Amortization	5	5	5	4	19	6	6	6	6	25	6	5	5	9	25	5	5	5	5	20	
EBITDA	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	\$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	
From Discontinued Operations	\$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)	
Net Earnings (Loss) Per Share	\$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	
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	47	54	101	127	329	65	81	95	209	450	24	99	116	178	417	(20)	103	132	166	382	
Adds to PPE	17	21	19	18	75	18	20	16	18	71	20	22	18	21	81	15	23	25	31	94	
Acquisitions (net of cash)	1	4	2	0	7	189	1	1	21	212	0	10	16	1	28	2	49	19	0	70	
Dividends paid	40	39	38	39	156	39	39	39	82	200	0	41	41	42	125	42	42	41	43	168	
Balance Sheet																					
Cash & Equivalents	195	203	219	236	236	261	271	265	359	359	449	280	299	273	273	269	304	243	333	333	
Receivables	576	568	577	504	504	572	558	590	446	446	529	553	575	467	467	574	603	584	523	523	
Inventory	462	507	457	441	441	473	518	471	489	489	503	510	489	496	496	520	527	477	482	482	
Other Current	<u>57</u>	<u>40</u>	<u>39</u>	<u>43</u>	<u>43</u>	<u>44</u>	<u>54</u>	<u>53</u>	<u>45</u>	<u>45</u>	<u>44</u>	<u>44</u>	<u>45</u>	<u>46</u>	<u>46</u>	<u>48</u>	<u>55</u>	<u>131</u>	<u>92</u>	<u>92</u>	
Current Assets	1290	1318	1291	1224	1224	1350	1400	1379	1339	1339	1525	1387	1408	1282	1282	1410	1490	1435	1430	1430	
Net Fixed Assets	616	618	601	581	581	592	581	575	573	573	567	562	580	575	575	564	583	547	559	559	
Goodwill & Other	<u>1160</u>	<u>1159</u>	<u>1130</u>	<u>1111</u>	<u>1111</u>	<u>1270</u>	<u>1259</u>	<u>1292</u>	<u>1343</u>	<u>1343</u>	<u>1336</u>	<u>1329</u>	<u>1317</u>	<u>1252</u>	<u>1252</u>	<u>1247</u>	<u>1171</u>	<u>1203</u>	<u>1152</u>	<u>1152</u>	
Total Assets	3067	3095	3022	2915	2915	3213	3240	3246	3255	3255	3428	3279	3305	3108	3108	3222	3243	3185	3141	3140.5	
Accounts Payable	302	282	274	257	257	298	320	292	285	285	320	338	326	339	339	350	377	357	370	370	
Current Portion LTD	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	<u>282</u>	<u>293</u>	<u>328</u>	<u>327</u>	<u>327</u>	<u>325</u>	<u>359</u>	<u>302</u>	<u>244</u>	<u>244</u>	<u>271</u>	<u>291</u>	<u>312</u>	<u>309</u>	<u>309</u>	<u>302</u>	<u>307</u>	<u>406</u>	<u>421</u>	<u>421</u>	
Current Liabilities	586	578	604	586	586	626	881	796	731	731	793	631	639	830	830	834	865	1144	992	992	
LTD	822	857	897	833	833	1047	821	860	854	854	954	974	958	688	688	811	926	619	767	767	
Operating Lease Liabilities																					
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	1308	1308	1343	1347	1401	1442	1442	1440	1434	1464	1399	1399	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.

Quarterly Financial Data

	1Q15 ²	2Q15 ²	3Q15 ²	4Q15 ²	2015 ²	1Q16 ²	2Q16 ²	3Q16 ²	4Q16 ²	2016 ²	1Q17 ²	2Q17 ²	3Q17 ²	4Q17 ²	2017 ²	1Q18 ²	2Q18 ²	3Q18 ²	4Q18 ²	2018 ²	
Income																					
Net Trade Sales	966.2	997	1009	945	3917	938	959	949	904	3750	960	989	1010	985	3944	1029	1102	1092	1047	4270	
COGS	753.4	773	782	732	3040	705	718	726	687	2837	734	757	787	770	3047	806	859	859	834	3357	
Gross Profit	212.8	225	227	212	877	233	241	223	217	913	227	232	223	215	897	223	243	232	213	912	
%	22.0%	22.5%	22.5%	22.5%	22.4%	24.9%	25.1%	23.5%	24.0%	24.4%	23.6%	23.5%	22.1%	21.8%	22.7%	21.7%	22.1%	21.3%	20.3%	21.4%	
SGA	97.5	107	97	116	417	105	100	94	97	396	106	105	95	94	401	105	108	101	112	425	
Oper Income	115.3	118	130	97	460	128	141	129	120	518	120	128	128	120	496	119	136	132	101	487	
Amortization	5	5	5	5	21	5	5	5	5	20	5	5	6	5	21	5	5	5	5	21	
Other	3	(0)	(3)	2	3	(4)	(19)	(2)	(14)	(38)	(0)	(1)	6	(11)	(7)	0	(3)	(3)	12	6	
EBIT	107	113	128	89	436	127	155	126	128	536	116	124	116	127	482	113	134	130	84	460	
%	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%	
Interest Expense	11	11	10	9	41	9	10	10	9	39	11	10	10	12	44	14	16	13	17	61	
Interest Income	1	1	1	1	4	1	1	1	1	4	2	2	2	2	8	2	2	2	2	8	
Earnings Before Taxes	97	103	118	81	399	118	146	117	120	501	107	115	108	117	446	101	120	119	68	408	
Taxes	27	30	31	15	103	28	41	26	31	125	21	27	20	71	138	19	26	25	15	84	
Net Earnings - Continuing	70	73	88	66	297	91	105	91	89	376	86	89	88	46	308	82	94	94	53	324	
Discontinued Operations, net of tax	(1)	2	(0)	0	1	0	20	0	(1)	19	0	0	(1)	0	(1)	0	0	0	0	0	
Net Earnings	70	75	87	66	298	91	125	91	88	395	86	89	87	46	307	82	94	94	53	324	
Less: Non-controlling Interest	1	1	1	1	4	2	(1)	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net Earnings Attributable to Leggett	69	74	87	65	294	89	127	90	88	394	86	89	87	46	307	82	94	94	53	323	
%	7.1%	7.4%	8.6%	6.9%	7.5%	9.5%	13.2%	9.5%	9.7%	10.5%	9.0%	9.0%	8.6%	4.6%	7.8%	8.0%	8.6%	8.6%	5.1%	7.6%	
Depreciation	23	19	21	21	84	21	22	22	22	87	23	25	24	24	95	26	26	26	27	104	
Amortization	7	8	8	7	30	7	7	7	7	29	8	7	9	7	31	8	8	8	8	32	
EBITDA	136	140	156	117	549	155	184	155	157	651	146	156	148	158	608	147	167	163	119	596	
Earnings (Loss) Per Share																					
From Continuing Operations	\$0.48	\$0.50	\$0.61	\$0.46	\$2.05	\$0.63	\$0.76	\$0.65	\$0.64	\$2.68	\$0.62	\$0.64	\$0.65	\$0.34	\$2.25	\$0.60	\$0.70	\$0.70	\$0.39	\$2.39	
From Discontinued Operations	(\$0.00)	\$0.01	(\$0.00)	\$0.00	\$0.01	\$0.00	\$0.15	\$0.00	(\$0.01)	\$0.14	\$0.00	\$0.00	(\$0.01)	\$0.00	(\$0.01)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Net Earnings (Loss) Per Share	\$0.48	\$0.51	\$0.61	\$0.46	\$2.06	\$0.63	\$0.90	\$0.65	\$0.63	\$2.82	\$0.62	\$0.64	\$0.64	\$0.34	\$2.24	\$0.60	\$0.70	\$0.70	\$0.39	\$2.39	
Diluted Shares	144	143	143	142	143	141	140	139	139	140	138	137	137	137	137	136	135	135	135	135	
Dividends	\$0.31	\$0.31	\$0.32	\$0.32	\$1.26	\$0.32	\$0.34	\$0.34	\$0.34	\$1.34	\$0.34	\$0.36	\$0.36	\$0.36	\$1.42	\$0.36	\$0.38	\$0.38	\$0.38	\$1.50	
Cash Flow Info																					
Cash from Operations	32	95	130	102	359	111	151	124	167	553	58	98	105	182	444	44	81	127	189	440	
Adds to PPE	22	30	27	25	103	28	30	25	41	124	34	45	40	40	159	40	41	41	37	160	
Acquisitions (net of cash)	12	(1)	0	0	11	16	1	11	2	30	38	1	0	0	39	86	4	18	1	109	
Dividends paid	43	43	43	44	172	44	43	46	45	177	45	45	48	48	186	48	47	49	50	194	
Balance Sheet																					
Cash & Equivalents					253					282					526					268	
Receivables					520					487					595					572	
Inventory					519					547					613					700	
Other Current					33					37					74					51	
Current Assets					1325					1353					1809					1590	
Net Fixed Assets					541					566					664					729	
Goodwill & Other					1112					1094					1120					1129	
Total Assets					2978					3012					3593					3448	
Accounts Payable					307					351					430					465	
Current Portion LTD					3					4					154					1	
Current Operating Lease Liabilities																					
Other Current					391					352					392					349	
Current Liabilities					701					707					976					816	
LTD					942					956					1098					1168	
Operating Lease Liabilities																					
Def Tax & Other					229					238					297					257	
Shareholders' Equity					1106					1111					1222					1206	
Capitalization					2277					2305					2617					2631	
Total Liab. & Equity					2978					3012					3593					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.

Quarterly Financial Data

	1Q19 ²	2Q19 ²	3Q19 ²	4Q19 ²	2019 ²	1Q20 ²	2Q20 ²	3Q20 ²	4Q20 ²	2020 ²	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	921	953	970	885	3729	825	699	938	915	3376	903	1000	1063	1068	4034	1055	1066	1064	985	4170	
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	119	118	115	118	470	118	97	106	104	424	106	113	104	100	422	112	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	2	(2)	(0)	4	4	8	10	(2)	(9)	7	(2)	(33)	(10)	(2)	(47)	1	4	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	1	3	2	2	7	1	1	1	1	3	1	1	1	0	3	1	1	1	1	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	17	25	22	25	89	15	8	23	29	75	22	41	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	0	0	0	0	0	0	0	0	0	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)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
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	
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	
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	54	56	50	62	62	53	50	46	54	54	51	65	80	59	59	60	72	69	59	59	
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 Liabilities	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	

Quarterly Financial Data

	1Q23	2Q23	3Q23	4Q23	2023	1Q24	2Q24	3Q24	4Q24	2024	1Q25	2Q25	3Q25	2025
Income														
Net Trade Sales	1214	1221	1175	1115	4725	1097	1129	1102	1056	4384	1022	1058	1036	3117
COGS	995	1000	961	915	3872	911	942	901	881	3635	832	865	843	2540
Gross Profit	219	221	214	200	854	186	187	201	176	749	190	193	194	576
%	18.0%	18.1%	18.2%	17.9%	18.1%	17.0%	16.5%	18.2%	16.6%	17.1%	18.6%	18.2%	18.7%	18.5%
SGA	116	119	109	121	465	126	132	127	124	509	124	118	125	367
Oper Income	103	102	105	79	388	61	55	74	51	240	66	74	69	210
Amortization	17	17	18	17	69	5	5	7	5	22	5	4	4	12
Other	(4)	(11)	(4)	428	410	(7)	665	(11)	2	648	(2)	(20)	(106)	(127)
EBIT	89	96	91	(367)	(90)	63	(614)	78	44	(430)	63	90	171	324
%	7.4%	7.8%	7.8%	-32.9%	-1.9%	5.7%	-54.4%	7.1%	4.1%	-9.8%	6.2%	8.5%	16.5%	10.4%
Interest Expense	22	23	22	21	88	22	22	21	21	86	19	21	19	58
Interest Income	1	1	2	2	5	1	2	1	2	7	1	2	2	5
Earnings Before Taxes	68	74	71	(386)	(173)	42	(634)	58	25	(509)	45	72	154	271
Taxes	15	20	18	(89)	(37)	11	(32)	13	11	2	15	19	27	61
Net Earnings - Continuing	53	54	53	(297)	(137)	32	(602)	45	14	(511)	31	53	127	210
Discontinued Operations, net of tax	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Earnings	53	54	53	(297)	(137)	32	(602)	45	14	(511)	31	53	127	210
Less: Non-controlling Interest	0	0	0	(0)	0	0	0	0	0	0	0	0	(0)	(0)
Net Earnings Attributable to Leggett	53	54	53	(297)	(137)	32	(602)	45	14	(511)	31	53	127	210
%	4.4%	4.4%	4.5%	-26.7%	-2.9%	2.9%	-53.4%	4.1%	1.3%	-11.7%	3.0%	5.0%	12.3%	6.7%
Depreciation	27	27	27	28	109	28	28	28	29	112	26	26	25	77
Amortization	18	18	18	17	71	5	5	9	6	24	5	4	4	14
EBITDA	135	140	136	(322)	90	96	(582)	114	78	(294)	95	120	201	415
Earnings (Loss) Per Share														
From Continuing Operations	\$0.39	\$0.40	\$0.39	(\$2.18)	(\$1.00)	\$0.23	(\$4.39)	\$0.33	\$0.10	(\$3.73)	\$0.22	\$0.38	\$0.91	\$1.51
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
Net Earnings (Loss) Per Share	\$0.39	\$0.40	\$0.39	(\$2.18)	(\$1.00)	\$0.23	(\$4.39)	\$0.33	\$0.10	(\$3.73)	\$0.22	\$0.38	\$0.91	\$1.51
Diluted Shares	136	137	137	137	136	137	137	138	138	137	139	140	140	140
Dividends	\$0.44	\$0.46	\$0.46	\$0.46	\$1.82	\$0.46	\$0.05	\$0.05	\$0.05	\$0.61	\$0.05	\$0.05	\$0.05	\$0.15
Cash Flow Info														
Cash from Operations	97	111	144	146	497	(6)	94	96	122	306	7	84	126	217
Adds to PPE	38	31	22	23	114	26	16	18	22	82	13	9	16	38
Acquisitions (net of cash)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dividends paid	58	59	61	61	239	61	62	7	7	136	7	7	7	20
Balance Sheet														
Cash & Equivalents	345	272	274	366	366	361	307	277	350	350	413	369	461	461
Receivables	718	703	711	637	637	635	649	638	559	559	558	577	568	568
Inventory	893	858	835	820	820	807	755	754	723	723	678	649	634	634
Other Current	59	73	66	59	59	57	78	65	58	58	135	148	46	46
Current Assets	2015	1906	1886	1881	1881	1860	1789	1735	1691	1691	1784	1743	1709	1709
Net Fixed Assets	787	789	777	781	781	772	757	749	724	724	692	686	673	673
Goodwill & Other	2469	2449	2415	1972	1972	1982	1294	1297	1247	1247	1273	1275	1143	1143
Total Assets	5270	5144	5078	4635	4635	4615	3839	3780	3662	3662	3749	3704	3525	3525
Accounts Payable	552	507	534	536	536	496	522	516	498	498	477	468	485	485
Current Portion LTD	9	8	9	308	308	304	301	301	1	1	1	1	1	1
Current Operating Lease Liabilities	55	56	56	57	57	58	57	54	53	53	52	51	46	46
Other Current	352	384	410	361	361	331	288	301	294	294	281	282	261	261
Current Liabilities	969	956	1009	1263	1263	1188	1168	1172	846	846	810	802	794	794
LTD	2109	2016	1963	1680	1680	1773	1702	1578	1863	1863	1935	1792	1496	1496
Operating Lease Liabilities	176	167	157	151	151	159	149	143	131	131	119	111	120	120
Def Tax & Other	350	337	313	208	208	206	152	145	131	131	137	142	143	143
Shareholders' Equity	1667	1669	1636	1334	1334	1290	668	742	690	690	748	856	972	972
Capitalization	4301	4189	4069	3372	3372	3427	2671	2608	2815	2815	2939	2901	2731	2731
Total Liab. & Equity	5270	5144	5078	4635	4635	4615	3839	3780	3662	3662	3749	3704	3525	3525

Adjusted Continuing Ops ¹

	1Q07	2Q07	3Q07	4Q07	2007	1Q08	2Q08	3Q08	4Q08	2008	1Q09	2Q09	3Q09	4Q09	2009	1Q10	2Q10	3Q10	4Q10	2010	
Income																					
Net Trade Sales	1048	1071	1092	1040	4250	998	1063	1132	883	4076	718	757	810	770	3055	816	874	867	802	3359	
COGS	851	864	877	858	3449	821	867	922	763	3373	593	610	623	600	2425	651	695	698	660	2704	
Gross Profit	197	207	216	182	801	177	196	210	119	703	125	147	187	170	630	166	180	169	142	655	
%	18.8%	19.3%	19.7%	17.5%	18.8%	17.7%	18.5%	18.6%	13.5%	17.2%	17.4%	19.4%	23.1%	22.1%	20.6%	20.3%	20.6%	19.5%	17.6%	19.5%	
SGA	97	110	103	107	418	104	108	106	99	416	93	89	85	87	355	92	89	88	86	354	
Oper Income	99	97	113	75	383	73	89	105	20	287	32	58	103	83	275	73	91	81	56	301	
Amortization	5	6	5	7	23	6	6	6	6	25	4	6	6	5	21	5	5	5	5	20	
Other	(2)	(2)	(2)	(3)	(9)	(2)	(2)	(2)	(2)	(8)	1	1	2	1	5	(9)	1	1	1	(7)	
EBIT	96	92	110	71	369	69	84	101	16	271	26	51	95	77	249	77	85	76	50	288	
%	9.1%	8.6%	10.0%	6.8%	8.7%	6.9%	7.9%	8.9%	1.8%	6.6%	3.7%	6.8%	11.7%	10.0%	8.2%	9.5%	9.7%	8.7%	6.2%	8.6%	
Interest Expense	14	14	15	16	59	13	13	12	10	48	9	9	9	10	37	9	9	9	10	38	
Interest Income	2	2	3	3	10	2	2	2	2	9	2	1	1	2	6	1	1	2	1	5	
Earnings Before Taxes	84	80	97	59	319	58	73	91	8	231	19	43	87	69	218	69	77	68	41	256	
Taxes	25	23	31	19	97	20	24	33	3	80	10	17	31	20	78	22	24	18	9	72	
Net Earnings-Continuing	59	57	67	39	222	39	49	58	5	151	9	26	56	49	140	48	54	50	33	184	
Less: Non-controlling Interest	1	2	1	2	6	1	2	1	1	5	(0)	(0)	1	2	3	2	1	2	1	6	
Net Earnings Attributable to Leggett	58	55	65	38	216	37	47	57	5	146	9	26	55	47	137	46	52	48	32	177	
	5.6%	5.2%	6.0%	3.6%	5.1%	3.7%	4.5%	5.0%	0.5%	3.6%	1.3%	3.5%	6.8%	6.1%	4.5%	5.6%	6.0%	5.5%	3.9%	5.3%	
Depreciation	28	30	30	31	120	29	30	28	29	116	27	28	27	28	110	27	24	25	27	103	
Amortization	5	6	5	7	23	6	6	6	6	25	4	6	6	5	21	5	5	5	5	20	
EBITDA	129	129	145	109	512	104	121	135	51	411	58	85	128	110	380	109	114	106	82	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	184	183	177	175	180	173	172	166	162	168	161	162	161	156	160	154	154	153	152	153	
Dividends	\$0.17	\$0.18	\$0.18	\$0.25	\$0.78	\$0.25	\$0.25	\$0.25	\$0.25	\$1.00	\$0.25	\$0.25	\$0.26	\$0.26	\$1.02	\$0.26	\$0.26	\$0.27	\$0.27	\$1.06	
Cash Flow Info																					
Cash from Operations	149	93	194	178	614	53	73	77	233	436	115	174	142	135	565	51	67	91	154	363	
Adds to PPE	44	27	37	40	149	33	32	26	28	118	22	30	14	18	83	14	17	19	19	68	
Acquisitions (net of cash)	83	1	2	26	111	1	1	8	1	10	0	0	3	0	3	0	0	0	5	5	
Dividends paid	31	31	32	31	125	43	43	42	37	165	39	39	39	40	157	39	39	38	40	155	
Balance Sheet																					
Cash & Equivalents					205	188	203	211	165	165	160	222	222	261	261	247	244	277	245	245	
Receivables					630	666	684	721	551	551	493	493	549	470	470	524	537	547	479	479	
Inventory					591	599	669	645	495	495	453	411	397	409	409	439	452	449	435	435	
Other Current					105	96	101	74	66	66	70	69	65	58	58	53	56	36	60	60	
Current Assets					1531	1550	1657	1652	1276	1276	1176	1195	1232	1197	1197	1263	1288	1308	1219	1219	
Net Fixed Assets					727	736	740	722	681	681	671	686	664	669	669	641	625	621	624	624	
Goodwill & Other					1237	1239	1257	1250	1144	1144	1118	1131	1138	1152	1152	1143	1120	1125	1158	1158	
Total Assets					3496	3526	3653	3624	3101	3101	2965	3012	3035	3018	3018	3047	3033	3055	3001	3001	
Accounts Payable					225	242	279	271	175	175	160	186	209	199	199	241	257	232	226	226	
Current Portion LTD					89	74	11	17	22	22	17	17	2	10	10	10	10	10	2	2	
Current Operating Lease Liabilities																					
Other Current					408	383	389	382	319	319	306	293	324	322	322	313	300	308	294	294	
Current Liabilities					722	699	679	670	517	517	483	497	535	532	532	563	567	550	523	523	
LTD					1001	1096	1228	998	851	851	793	773	772	789	789	822	855	834	762	762	
Operating Lease Liabilities																					
Def Tax & Other					139	147	164	147	134	134	117	129	155	161	161	162	165	180	191	191	
Shareholders' Equity					1635	1584	1582	1808	1599	1599	1572	1614	1572	1535	1535	1499	1447	1491	1524	1524	
Capitalization					2774	2827	2974	2954	2584	2584	2482	2515	2500	2486	2486	2484	2467	2505	2478	2478	
Total Liab. & Equity					3496	3526	3653	3624	3101	3101	2965	3012	3035	3018	3018	3047	3033	3055	3001	3001	

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

Adjusted Continuing Ops ¹

	1Q11	2Q11	3Q11	4Q11	2011	1Q12 ²	2Q12 ²	3Q12 ²	4Q12 ²	2012 ²	1Q13 ²	2Q13 ²	3Q13 ²	4Q13 ²	2013 ²	1Q14 ²	2Q14 ²	3Q14 ²	4Q14 ²	2014 ²	
Income																					
Net Trade Sales	896	945	941	854	3636	876	867	863	809	3415	861	880	878	859	3477	876	956	997	953	3782	
COGS	726	763	771	709	2968	708	692	684	636	2719	681	694	698	694	2767	699	755	788	750	2992	
Gross Profit	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%	
SGA	96	98	94	94	382	90	84	87	88	348	99	92	85	91	368	92	94	100	110	396	
Oper Income	74	84	77	51	286	78	92	93	85	348	81	93	94	74	342	85	107	109	94	394	
Amortization	5	5	5	4	19	6	6	6	6	25	6	5	5	6	22	5	5	5	5	20	
Other	(5)	(0)	0	(3)	(7)	0	(1)	(1)	(1)	(2)	(4)	(3)	(2)	(4)	(12)	(6)	(0)	(3)	(2)	(10)	
EBIT	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%	
Interest Expense	10	9	10	10	38	10	10	11	13	43	13	11	11	10	45	10	10	10	11	42	
Interest Income	2	2	1	2	7	2	2	2	2	7	3	2	2	2	8	1	1	2	2	6	
Earnings Before Taxes	66	72	63	41	243	64	78	78	68	288	68	82	82	63	296	77	93	98	81	349	
Taxes	20	17	18	9	63	20	20	27	16	83	19	23	24	7	73	21	24	25	22	91	
Net Earnings-Continuing	46	56	45	33	180	44	58	51	52	205	50	60	58	56	223	56	70	73	59	258	
Less: Non-controlling Interest	1	1	0	1	3	1	1	1	1	2	0	1	1	1	2	1	1	1	1	3	
Net Earnings Attributable to Leggett	45	55	45	32	177	43	58	50	51	203	49	59	57	55	221	55	69	72	58	255	
	5.0%	5.8%	4.8%	3.8%	4.9%	4.9%	6.6%	5.8%	6.4%	5.9%	5.7%	6.7%	6.5%	6.4%	6.3%	6.3%	7.2%	7.2%	6.1%	6.7%	
Depreciation	25	25	23	24	98	22	21	23	21	86	23	23	22	23	91	24	25	24	25	98	
Amortization	5	5	5	4	19	6	6	6	6	25	6	5	5	9	25	5	5	5	5	20	
EBITDA	104	109	100	78	391	100	113	117	106	436	107	119	118	104	449	115	132	136	120	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	47	54	101	127	329	65	81	95	209	450	24	99	116	178	417	(20)	103	132	166	382	
Adds to PPE	17	21	19	18	75	18	20	16	18	71	20	22	18	21	81	15	23	25	31	94	
Acquisitions (net of cash)	1	4	2	0	7	189	1	1	21	212	0	10	16	1	28	2	49	19	0	70	
Dividends paid	40	39	38	39	156	39	39	39	82	200	0	41	41	42	125	42	42	41	43	168	
Balance Sheet																					
Cash & Equivalents	195	203	219	236	236	261	271	265	359	359	449	280	299	273	273	269	304	243	333	333	
Receivables	576	568	577	504	504	572	558	590	446	446	529	553	575	467	467	574	603	584	523	523	
Inventory	462	507	457	441	441	473	518	471	489	489	503	510	489	496	496	520	527	477	482	482	
Other Current	57	40	39	43	43	44	54	53	45	45	44	44	45	46	46	48	55	131	92	92	
Current Assets	1290	1318	1291	1224	1224	1350	1400	1379	1339	1339	1525	1387	1408	1282	1282	1410	1490	1435	1430	1430	
Net Fixed Assets	616	618	601	581	581	592	581	575	573	573	567	562	580	575	575	564	583	547	559	559	
Goodwill & Other	1160	1159	1130	1111	1111	1270	1259	1292	1343	1343	1336	1329	1317	1252	1252	1247	1171	1203	1152	1152	
Total Assets	3067	3095	3022	2915	2915	3213	3240	3246	3255	3255	3428	3279	3305	3108	3108	3222	3243	3185	3141	3141	
Accounts Payable	302	282	274	257	257	298	320	292	285	285	320	338	326	339	339	350	377	357	370	370	
Current Portion LTD	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	282	293	328	327	327	325	359	302	244	244	271	291	312	309	309	302	307	406	421	421	
Current Liabilities	586	578	604	586	586	626	881	796	731	731	793	631	639	830	830	834	865	1144	992	992	
LTD	822	857	897	833	833	1047	821	860	854	854	954	974	958	688	688	811	926	619	767	767	
Operating Lease Liabilities																					
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	1308	1308	1343	1347	1401	1442	1442	1440	1434	1464	1399	1399	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	

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

Adjusted Continuing Ops ¹

	1Q15 ³	2Q15 ³	3Q15 ³	4Q15 ³	2015 ³	1Q16 ³	2Q16 ³	3Q16 ³	4Q16 ³	2016 ³	1Q17 ³	2Q17 ³	3Q17 ³	4Q17 ³	2017 ³	1Q18 ³	2Q18 ³	3Q18 ³	4Q18 ³	2018 ³	
Income																					
Net Trade Sales	966	997	1009	945	3,917	938	959	949	904	3,750	960	989	1,010	985	3,944	1,029	1,102	1,092	1,047	4,270	
COGS	753	773	782	724	3,032	705	718	726	687	2,837	734	757	787	757	3,034	806	859	859	823	3,347	
Gross Profit	213	225	227	221	885	233	241	223	217	913	227	232	223	228	910	223	243	232	224	923	
%	22.0%	22.5%	22.5%	23.4%	22.6%	24.9%	25.1%	23.5%	24.0%	24.4%	23.6%	23.5%	22.1%	23.1%	23.1%	21.7%	22.1%	21.3%	21.4%	21.6%	
SGA	98	105	97	108	408	105	107	94	97	403	106	105	95	92	398	105	108	101	92	405	
Oper Income	115	119	130	113	478	128	134	129	120	511	120	128	128	136	511	119	136	132	132	517	
Amortization	5	5	5	5	21	5	5	5	5	20	5	5	6	5	21	5	5	5	5	21	
Other	(2)	(0)	(3)	2	(3)	(4)	(10)	(2)	2	(14)	(0)	(1)	(2)	12	9	0	(3)	(3)	0	(6)	
EBIT	112	115	128	105	459	127	140	126	113	504	116	124	124	118	482	113	134	130	126	503	
%	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%	
Interest Expense	11	11	10	9	41	9	10	10	9	39	11	10	10	12	44	14	16	13	14	58	
Interest Income	1	1	1	1	4	1	1	1	1	4	2	2	2	2	8	2	2	2	2	8	
Earnings Before Taxes	103	104	118	97	422	118	130	117	104	470	107	115	115	109	446	101	120	119	114	453	
Taxes	29	31	31	21	111	28	35	26	24	113	21	27	28	20	96	19	26	26	24	95	
Net Earnings-Continuing	74	74	88	76	311	91	95	91	80	357	86	89	87	89	350	82	94	92	89	358	
Less: Non-controlling Interest	1	1	1	1	4	2	(1)	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net Earnings Attributable to Leggett	73	73	87	75	307	89	96	90	80	356	86	89	87	88	350	82	94	92	89	358	
	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	23	19	21	21	84	21	22	22	22	87	23	25	24	24	95	26	26	26	27	104	
Amortization	7	8	8	7	30	7	7	7	7	29	8	7	9	7	31	8	8	8	8	32	
EBITDA	142	141	156	133	572	155	169	155	142	620	146	156	156	150	608	147	167	163	161	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	144	143	143	142	143	141	140	139	139	140	138	137	137	137	137	136	135	135	135	135	
Dividends	\$0.31	\$0.31	\$0.32	\$0.32	\$1.26	\$0.32	\$0.34	\$0.34	\$0.34	\$1.34	\$0.34	\$0.36	\$0.36	\$0.36	\$1.42	\$0.36	\$0.38	\$0.38	\$0.38	\$1.50	
Cash Flow Info																					
Cash from Operations	32	95	130	102	359	111	151	124	167	553	58	98	105	182	444	44	81	127	189	440	
Adds to PPE	22	30	27	25	103	28	30	25	41	124	34	45	40	40	159	40	41	41	37	160	
Acquisitions (net of cash)	12	(1)	0	0	11	16	1	11	2	30	38	1	0	0	39	86	4	18	1	109	
Dividends paid	43	43	43	44	172	44	43	46	45	177	45	45	48	48	186	48	47	49	50	194	
Balance Sheet																					
Cash & Equivalents					253					282					526					268	
Receivables					520					487					595					572	
Inventory					519					547					613					700	
Other Current					33					37					74					51	
Current Assets					1325					1353					1809					1590	
Net Fixed Assets					541					566					664					729	
Goodwill & Other					1112					1094					1120					1129	
Total Assets					2978					3012					3593					3448	
Accounts Payable					307					351					430					465	
Current Portion LTD					3					4					154					1	
Current Operating Lease Liabilities																					
Other Current					391					352					392					349	
Current Liabilities					701					707					976					816	
LTD					942					956					1098					1168	
Operating Lease Liabilities																					
Def Tax & Other					229					238					297					257	
Shareholders' Equity					1106					1111					1222					1207	
Capitalization					2277					2305					2617					2632	
Total Liab. & Equity					2978					3012					3593					3448	

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

Adjusted Continuing Ops ¹

	1Q19 ³	2Q19 ³	3Q19 ³	4Q19 ³	2019 ³	1Q20 ³	2Q20 ³	3Q20 ³	4Q20 ³	2020 ³	1Q21	2Q21	3Q21	4Q21	2021	1Q22	2Q22	3Q22	4Q22	2022	
Income																					
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	1,294	1,196	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	1,064	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	118	118	115	118	469	109	97	106	104	416	106	113	104	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)	(5)	(1)	(11)	4	(17)	(7)	(9)	(29)	(2)	(5)	(10)	(2)	(19)	1	4	0	(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 Income	1	3	2	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	19	25	22	24	91	17	9	24	29	79	22	34	29	28	113	28	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	(0)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net Earnings Attributable to Leggett	67	79	97	81	324	53	21	111	108	294	88	91	97	106	381	90	95	71	53	310	
	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%	
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	
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	
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	
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	54	56	50	62	62	53	50	46	54	54	51	65	80	59	59	60	72	69	59	59	
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 Liabilities	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	

Adjusted Continuing Ops ¹

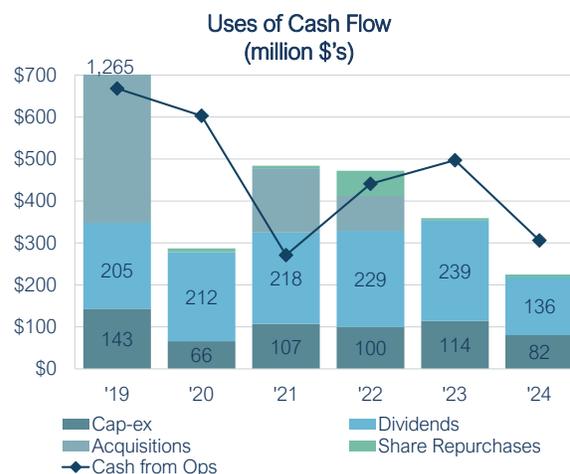
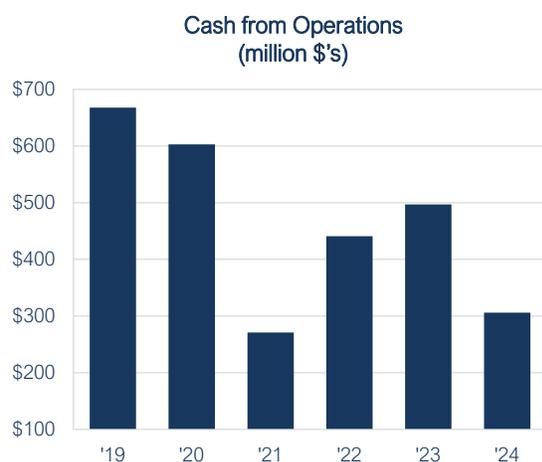
	1Q23	2Q23	3Q23	4Q23	2023	1Q24	2Q24	3Q24	4Q24	2024	1Q25	2Q25	3Q25	2025
Income														
Net Trade Sales	1,214	1221	1175	1115	4,725	1,097	1129	1102	1056	4,384	1,022	1,058	1036	3,117
COGS	995	1000	961	915	3,872	908	941	900	872	3,621	832	865	841	2,538
Gross Profit	219	221	214	200	854	189	188	201	184	762	191	193	195	579
%	18.0%	18.1%	18.2%	17.9%	18.1%	17.2%	16.6%	18.3%	17.4%	17.4%	18.6%	18.2%	18.9%	18.6%
SGA	116	119	109	121	465	125	123	121	120	489	122	118	125	365
Oper Income	103	102	105	79	388	63	65	81	64	273	69	74	71	214
Amortization	17	17	18	17	69	5	5	7	5	22	5	4	4	12
Other	(4)	(7)	1	(5)	(14)	(5)	(11)	(3)	4	(15)	(3)	(5)	(6)	(14)
EBIT	89	92	86	66	334	64	71	76	56	267	67	76	73	215
%	7.4%	7.5%	7.3%	5.9%	7.1%	5.8%	6.3%	6.9%	5.3%	6.1%	6.5%	7.1%	7.0%	6.9%
Interest Expense	22	23	22	21	88	22	22	21	21	86	19	21	19	58
Interest Income	1	1	2	2	5	1	2	1	2	7	1	2	2	5
Earnings Before Taxes	68	70	66	47	251	43	51	56	37	187	49	57	56	162
Taxes	15	19	17	11	62	11	12	12	8	43	16	16	16	47
Net Earnings-Continuing	53	52	48	36	189	32	40	44	29	144	33	41	40	115
Less: Non-controlling Interest	0	0	0	(0)	0	0	0	0	0	0	0	0	0	0
Net Earnings Attributable to Leggett	53	52	48	36	189	32	40	44	29	144	33	41	40	114
	4.4%	4.2%	4.1%	3.2%	4.0%	2.9%	3.5%	4.0%	2.7%	3.3%	3.2%	3.9%	3.9%	3.7%
Depreciation	27	27	27	28	109	28	28	28	29	112	26	26	25	77
Amortization	18	18	18	17	71	5	5	9	6	24	5	4	4	14
EBITDA	135	137	131	111	513	97	104	113	90	403	98	105	102	306
Earnings (Loss) Per Share														
From Continuing Operations	\$0.39	\$0.38	\$0.36	\$0.26	\$1.39	\$0.23	\$0.29	\$0.32	\$0.21	\$1.05	\$0.24	\$0.30	\$0.29	\$0.82
Diluted Shares	136	137	137	137	136	137	137	138	138	137	139	140	140	140
Dividends	\$0.44	\$0.46	\$0.46	\$0.46	\$1.82	\$0.46	\$0.05	\$0.05	\$0.05	\$0.61	\$0.05	\$0.05	\$0.05	\$0.15
Cash Flow Info														
Cash from Operations	97	111	144	146	497	(6)	94	96	122	306	7	84	126	217
Adds to PPE	38	31	22	23	114	26	16	18	22	82	13	9	16	38
Acquisitions (net of cash)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dividends paid	58	59	61	61	239	61	62	7	7	136	7	7	7	20
Balance Sheet														
Cash & Equivalents	345	272	274	366	366	361	307	277	350	350	413	369	461	461
Receivables	718	703	711	637	637	635	649	638	559	559	558	577	568	568
Inventory	893	858	835	820	820	807	755	754	723	723	678	649	634	634
Other Current	59	73	66	59	59	57	78	65	58	58	135	148	46	46
Current Assets	2015	1906	1886	1881	1881	1860	1789	1735	1691	1691	1784	1743	1709	1709
Net Fixed Assets	787	789	777	781	781	772	757	749	724	724	692	686	673	673
Goodwill & Other	2469	2449	2415	1972	1972	1982	1294	1297	1247	1247	1273	1275	1143	1143
Total Assets	5270	5144	5078	4635	4635	4615	3839	3780	3662	3662	3749	3704	3525	3525
Accounts Payable	552	507	534	536	536	496	522	516	498	498	477	468	485	485
Current Portion LTD	9	8	9	308	308	304	301	301	1	1	1	1	1	1
Current Operating Lease Liabilities	55	56	56	57	57	58	57	54	53	53	52	51	46	46
Other Current	352	384	410	361	361	331	288	301	294	294	281	282	261	261
Current Liabilities	969	956	1009	1263	1263	1188	1168	1172	846	846	810	802	794	794
LTD	2109	2016	1963	1680	1680	1773	1702	1578	1863	1863	1935	1792	1496	1496
Operating Lease Liabilities	176	167	157	151	151	159	149	143	131	131	119	111	120	120
Def Tax & Other	350	337	313	208	208	206	152	145	131	131	137	142	143	143
Shareholders' Equity	1667	1669	1636	1334	1334	1290	668	742	690	690	748	856	972	972
Capitalization	4301	4189	4069	3372	3372	3427	2671	2608	2815	2815	2939	2901	2731	2731
Total Liab. & Equity	5270	5144	5078	4635	4635	4615	3839	3780	3662	3662	3749	3704	3525	3525

Cash Flow & Debt

Strong Cash Flow Generation

Leggett & Platt

Supports long-term investment in our business and shareholder returns



Cash Flow

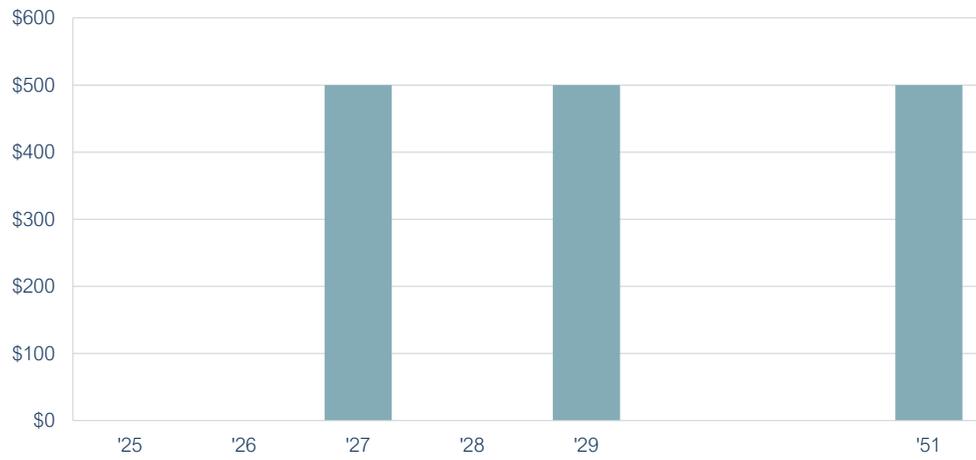
Leggett & Platt

\$'s in millions	2019	2020	2021	2022	2023	2024
Net Earnings	314	253	403	310	(137)	(511)
Deprec & Amort	192	189	187	180	180	136
Def Income Taxes	1	(21)	(9)	(16)	(129)	(58)
Impairments	8	29	—	—	444	682
Working Capital	101	80	(338)	(78)	116	30
Other Non-Cash	52	73	28	45	23	27
Cash from Operations	668	603	271	441	497	306
Uses of Cash						
Capital Expenditures	(143)	(66)	(107)	(100)	(114)	(82)
Dividends	(205)	(212)	(218)	(229)	(239)	(136)
Acquisitions	(1,265)	—	(153)	(83)	—	—
Share Repurchases	(7)	(9)	(6)	(60)	(6)	(5)

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

Debt Maturities

Leggett & Platt



- Weighted average rate: 3.8%; Weighted average maturity: 10.6 years; excludes commercial paper borrowings



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Acquisitions

Acquisition History

Significant Acquisitions by Business from 2000 through 2025

Rod & Wire			8 Deals
Company	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	Year	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
Company	Year	Country	
Elite Comfort Solutions	2019		

Adjustable Bed			1 Deal
Company	Year	Country	
Orthomatic Adjustable Beds	2003		

Int'l Bedding			15 Deals
Company	Year	Country	
Ilma Srl	2000	Italy	
Industrias Subinas	2000	Spain	
Hepplast/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	

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	

Aerospace			5 Deals
Company	Year	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 Deals
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	Year	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		

Fabric Converting			8 Deals
Company	Year	Country	
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		
Tullos Supply	2022		

Geo Components			14 Deals
Company	Year	Country	
Webtec	2005		
Ikex/Jarex	2005		
Attila 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 Totals				
Segment	2000s	2010s	2020s	Total
Bedding	23	6	1	30
Specialized	9	5	2	16
Furniture, Flooring & Textile	31	16	5	52
Total	63	27	8	98

Acquisition History

Significant Acquisitions by Business from 1960 through 2019

Bedding			60 Deals		
Company	Year	Country	Company	Year	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		Ilima 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	

Fabric			18 Deals		
Company	Year	Country	Company	Year	Country
Tiffany Textile Co. (50%)	1979		Kraft Converters	1972	
Hanes Holding Co.	1993		Paramount Paper	1973	
VWR Textiles	1993		Quality Pad Company	1981	
Marsh Fern	1997	U.K.	National Fibers Division	1984	
Lenrod	1997	Canada	Steiner-Liff Textiles	1985	
Yarborough	1997		O'Neill Brothers	1986	
Falcon Industries	1998		Buffalo Batt & Felt Corp.	1988	
Western Textile Company	1998		Hobbs Pad	1991	
Yarborough-Ind. Fabrics Div.	1999		Cameo Fibers	1996	
Mount Hope Finishing	1999		Sealy Pad Line	1997	
Jute Exports Limited	1999	U.K.	Guilford Fibers	1997	
Coinse SA de CV	2000	Mexico	Cumulus Fibers	1998	
Edmund Bell & Co. Ltd.	2000	U.K.	Bonded Fiber Products	1999	
Synthetic Ind. F&B Converting	2001	U.K.	KLM Industries	2001	
Vitaweb Division of Vitafoam	2001	U.K.	Stearns Technical Textile	2003	
Union Wadding	2004		Johnson Ind. Fiber Unit	2003	
Sani-Line Sales	2005				
Interwoven Group	2014				

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

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

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

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

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

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

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

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

Acquisition History

Significant Acquisitions by Business from 1960 through 2019

Fixtures & Display 33 Deals

Company	Year	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	
Waterloo 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	Year	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	Canada
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 Deals

Company	Year	Country
Western Pneumatic Tube	2012	
David Hart Aerospace Pipes	2013	U.K.
Specitubes	2013	France
Pegasus	2016	

Hydraulic Cylinders 1 Deals

Company	Year	Country
Precision Hydraulic Cylinders	2018	

Commercial Vehicle Products 7 Deals

Company	Year	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 Deals

Company	Year	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

December 2025

3 Segments	6 Groups	13 Business Units
39% Bedding Products	39% Bedding	Steel Rod Drawn Wire U.S. Spring Specialty Foam Adjustable Bed International Bedding
27% Specialized Products**	19% Automotive	Automotive
	5% Hydraulic Cylinders	Hydraulic Cylinders
34% Furniture, Flooring & Textile Products	6% Home Furniture	Home Furniture
	7% Work Furniture	Work Furniture
	21% Flooring & Textile Products	Flooring Products Fabric Converting Geo Components

* Percentages of 2025 estimated net trade sales

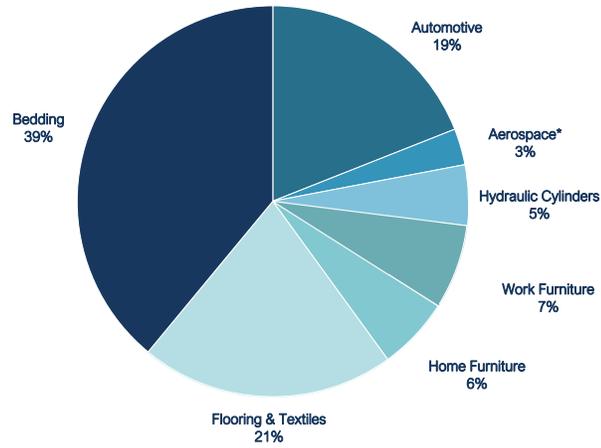
** Aerospace was divested on August 29, 2025 and accounts for 3% of Specialized Products net trade sales in 2025

Product Mix



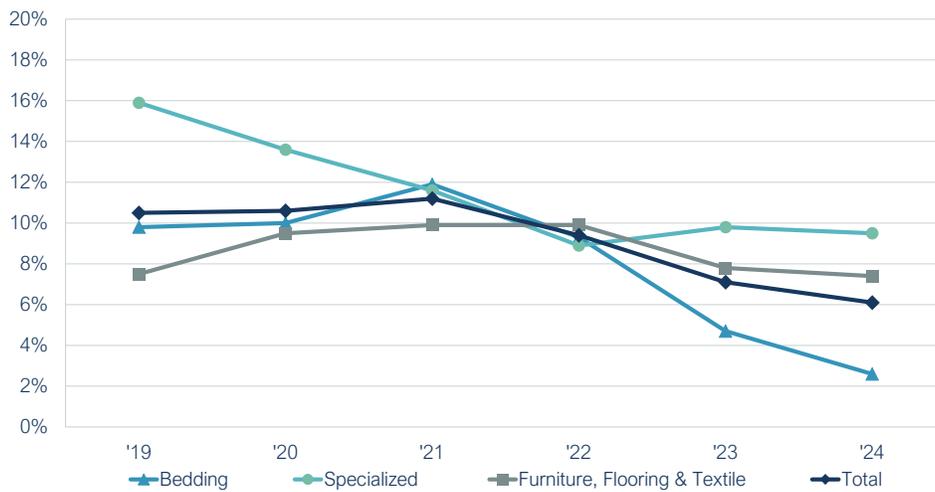
3 segments; 6 groups; 13 business units

Based on 2025 estimated net trade sales



* Aerospace was divested on August 29, 2025

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

Segments

Leggett & Platt®

Bedding Products

39% of 2025e net trade sales



Components

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



Finished Products

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



Specialized Products

27% of 2025e net trade sales



Automotive

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



Hydraulic Cylinders

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



Aerospace*

- Tubing and Tube assemblies
- Flexible joints

*Aerospace divested August 29, 2025

Furniture, Flooring & Textile Products

34% of 2025e 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

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 over the last decade. 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. More recently, U.S. and European bedding markets have faced weak consumer demand, overcapacity issues, and increased pressure from component and finished product imports. We have responded to these market changes by positioning our business to capitalize on our core strengths and leverage our product and market expertise as we focus on driving increased content and value.

Our Bedding business is positioned unlike any other in the world. We 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, 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 customer and consumer value through vertically integrated manufacturing and innovative development of products like ComfortCore[®] pocketed innersprings, Quantum[®] Edge perimeter support, and Eco-Base[®] innerspring units. 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 produce high-quality compressed specialty foam and hybrid mattresses, as well as semi-finished mattresses, by integrating our specialty foam and innerspring capabilities. We also manufacture and distribute adjustable foundations featuring a wide range of comfort function.

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
- Propriety high-speed and flexible machine technology supports innerspring innovation and production efficiency
- Large U.S. 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 55% 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, and boxsprings.

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 Eco-Base[®], which integrates a robust fabric that replaces commodity 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 specialty foam technology, primarily for the bedding and furniture industries. Through this acquisition, we gained critical capabilities in foam formulation, pouring, and fabrication, along with scale in the production of private label finished mattresses, which significantly expanded our presence in the 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 produce 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.

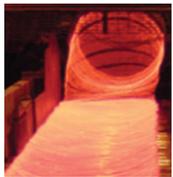


Major Operations

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

Bedding Products Value Chain

Our innerspring and specialty foam value chains, industry-leading product innovation, and ability to supply components to private label finished mattresses are the foundation of our strategy and enable us to serve our customers with unmatched quality and exceptional, differentiated solutions



We melt scrap steel to form steel rod, send rod to our wire mills to produce drawn wire, and then send wire to our innerspring manufacturing locations to be coiled using internally designed and manufactured wire-forming machines



We develop polyols and chemical additives used to enhance the properties of foam, we pour and fabricate foam to use in mattresses and bedding accessories, and we produce finished private label mattresses, often incorporating innersprings in hybrid mattress designs

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 fabric-encased 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 a leading producer in North America of adjustable beds sold primarily to bedding retailers. We are recognized for our 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

Mexico—Juarez

SPECIALIZED PRODUCTS

Automotive Group

Leading supplier of 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 leading supplier of seating comfort and motors and actuators, we continue to meet the ever-changing requirements of the industry. Our Automotive business is closely aligned with long-term consumer preferences trending towards greater comfort and convenience features. Automakers are focused on areas where we can provide innovative solutions such as adding more powered features throughout the vehicle and lighter-weight and smaller-sized components to meet sustainability requirements.

Our advantages in this space are rooted in deep industry knowledge and customer engagement. We excel in developing customized solutions for customer specific-applications. Our seating products are designed to enhance consumer comfort, from entry level to luxury vehicles. Our motors and actuators deliver differentiated consumer convenience and safety features. We have a global footprint with the ability to engineer, manufacture, and deliver products around the world.

Competitive Advantages

- Engineering and technical prowess
- Customization—deep customer engagement
- Program launch and product reliability
- Global footprint



SPECIALIZED PRODUCTS

Hydraulic Cylinders Group

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

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 major 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.

Competitive Advantages

- Comprehensive engineering and design capabilities
- Strong reputation for quality and reliability
- Global footprint allows for quick turnaround and JIT delivery
- Manufacturing presence in cost-effective geographies



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.lphomefurniture.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
Vietnam—Bau Bang

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
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 private-label 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

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

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

Historical Segment Data

	Full Year						2007				2008				2009				2010				2011								
	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	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	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	146	166	157	148
Specialized Products	551	576	669	619	446	591	689	152	166	159	192	153	162	158	146	88	106	112	141	128	146	149	168	165	176	173	175	165	176	173	175
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	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%	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%	(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%	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	460	468	472	437
Commercial Fixturing & Components	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	129	139	142	98
Industrial Materials	886	784	776	966	647	725	857	191	196	199	189	213	247	293	213	165	153	172	157	177	195	183	170	210	229	217	201	210	229	217	201
Specialized Products	610	621	715	682	501	629	736	163	178	173	201	169	180	172	161	104	120	125	152	136	156	160	177	175	187	188	187	175	187	188	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	974	1022	1018	922
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%	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%)	(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%)	(41.3%)	(26.3%)	7.8%	28.6%	12.7%	17.6%	19.3%	17.7%	18.3%	17.9%	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%	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	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)	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)	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	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)	(2.7)	(1.1)	(1.8)	(1.2)
LIFO	23.9	(7.4)	1.1	(61.9)	66.8	(15.0)	(14.0)	0.8	0.8	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)	(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	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%	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%)	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%)	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%	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%	8.3%	8.4%	7.6%	1.5%

Segments = EBIT / Total Sales

Overall = EBIT / Trade Sales

Historical Segment Financial Data
Continuing Operations

	2012					2013					2014				
	1Q12	2Q12	3Q12	4Q12	FY12	1Q13	2Q13	3Q13	4Q13	FY13	1Q14	2Q14	3Q14	4Q14	FY14
Net Trade Sales¹															
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 Sales¹															
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	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)															
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%	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^{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 Margin¹															
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 Margin¹															
Residential Products															8.2%
Industrial Products															7.1%
Furniture Products															10.4%
Specialized Products															18.1%
Overall															11.9%
Segments = EBITDA / Total Sales															
Overall = EBITDA / Trade Sales															

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

	2012					2013					2014				
	1Q12	2Q12	3Q12	4Q12	FY12	1Q13	2Q13	3Q13	4Q13	FY13	1Q14	2Q14	3Q14	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	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	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)															
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%	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 ^{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	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	71.8	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
EBIT Margin ¹															
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%	8.8%	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%	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															
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
Sum															502.8
EBITDA Margin ¹															
Residential Products															11.6%
Industrial Products															7.1%
Furniture Products															10.4%
Specialized Products															18.1%
Overall															13.3%
Segments = EBITDA / Total Sales															
Overall = EBITDA / Trade Sales															

¹ Excludes discontinued operations

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

**Segment Financial Data
Continuing Operations**

	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 Sales¹																										
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 Product:	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	368.3	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 Sales¹																										
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 Product:	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 2015-2017, Net Trade Sales for 2018-2019)																										
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%)	(6.6%)	(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 Product:	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^{1,2}																										
Bedding Products	43.0	40.9	50.9	30.0	164.8	50.7	59.8	50.6	53.4	214.5	46.5	44.7	48.4	36.2	175.8	45.1	49.1	59.5	17.7	171.4	44.6	55.1	67.2	48.0	214.9	
Specialized Products	37.3	36.2	36.2	38.4	148.1	43.5	56.2	40.8	43.2	183.7	43.0	43.9	34.6	74.4	195.9	46.3	52.2	43.6	47.4	189.5	35.6	41.5	44.1	48.7	169.9	
Furniture, Flooring & Textile Product:	26.8	36.0	40.3	32.6	135.7	32.7	36.7	34.3	31.8	137.5	26.0	35.4	33.1	31.2	126.7	22.0	32.5	26.6	18.8	99.9	19.1	30.5	27.2	25.5	102.3	
Intersegment Eliminations & othe	(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 Product:	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%	6.8%	8.7%	7.4%	5.3%	7.0%	5.7%	8.1%	7.3%	7.4%	7.1%	
Overall	11.0%	11.3%	12.8%	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%	
EBITDA^{1,2}																										
Bedding Products					211.4					260.2					222.7	56.7	61.0	71.2	29.8	218.7	69.4	83.3	94.7	74.8	322.2	
Specialized Products					176.3					213.4					227.1	55.4	62.0	53.4	57.7	228.5	45.8	51.9	54.5	59.5	211.7	
Furniture, Flooring & Textile Product:					159.6					161.0					151.0	28.7	39.1	33.2	25.9	126.9	25.7	37.2	33.6	31.5	128.0	
Intersegment Elims & Unallocated D&I					2.0					16.5					7.4	5.9	5.3	5.8	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					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 Product:					11.8%					12.1%					10.8%	8.6%	10.5%	9.3%	7.3%	8.9%	7.6%	9.8%	9.1%	9.1%	8.9%	
Overall					14.0%					17.4%					15.4%	14.3%	15.2%	15.0%	11.4%	14.0%	12.6%	14.5%	15.1%	14.8%	14.3%	

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
(adjusted for unusual items)¹**

	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 Sales¹																										
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 Sales¹																										
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 2015-2017, 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^{1,2,3}																										
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^{1,2,3}																										
Bedding Products					216.9					244.3					227.3					251.2					328.4	
Specialized Products					176.3					204.9					206.8					228.5					211.7	
Furniture, Flooring & Textile Products					165.1					154.1					151.0					136.8					133.0	
Intersegment Elims & Unallocated D&A					14.1					16.5					22.7					22.3					16.8	
Sum					572.4					619.8					607.8					638.8					689.9	
EBITDA Margin^{1,2,3}																										
Bedding Products					12.6%					16.1%					14.2%					14.0%					14.6%	
Specialized Products					21.0%					22.8%					22.1%					21.6%					19.8%	
Furniture, Flooring & Textile Products					12.2%					11.6%					10.8%					9.6%					9.3%	
Overall					14.6%					16.5%					15.4%					15.0%					14.5%	

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.

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Appendix

Non-GAAP Adjustments

Reconciliation of Reported (GAAP) to Adjusted (non-GAAP) Financial Measures -- Page 1

(Dollar amounts in millions, except per share data)

	2006	2007 ¹	2008 ²	2009 ³	2010	2011 ⁴	2012 ⁵	2013 ⁶	2014 ⁷	2015 ⁸	2016 ⁹	2017 ¹⁰	2018 ¹¹	2019 ¹²	2020 ¹³
Non-GAAP adjustments, Continuing Operations															
Gain/loss from sale of real est and/or businesses	\$ (4)	\$ (9)	\$ (13)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (28)	\$ (20)	\$ -	\$ -	\$ -
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
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	18	24	34	-	-	15	-	-	-	-	-	-	23	10	8
Stock write-off from prior year divestiture	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4
Non-GAAP adjustments, pre-tax	26	172	38	19	-	15	-	58	54	23	(31)	(0)	46	11	45
Income tax impact	(8)	(28)	(14)	(6)	-	(5)	-	(21)	(21)	(9)	12	(0)	(9)	(1)	(4)
Special tax items	(11)	13	(1)	6	-	-	(27)	-	-	-	-	43	(2)	-	-
Non-GAAP adjustments, after tax	\$ 7	\$ 157	\$ 23	\$ 19	\$ -	\$ 10	\$ (27)	\$ 37	\$ 33	\$ 15	\$ (19)	\$ 42	\$ 35	\$ 10	\$ 41
Diluted shares outstanding	186.8	179.8	168.2	160.0	153.3	147.0	146.0	147.2	143.2	142.9	140.0	137.3	135.2	135.4	135.9
EPS impact of non-GAAP adjustments	\$ 0.04	\$ 0.87	\$ 0.14	\$ 0.12	\$ -	\$ 0.07	\$ (0.18)	\$ 0.25	\$ 0.23	\$ 0.09	\$ (0.14)	\$ 0.32	\$ 0.26	\$ 0.07	\$ 0.30

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

Reconciliation of Reported (GAAP) to Adjusted (non-GAAP) Financial Measures -- Page 2

(Dollar amounts in millions, except per share data)

	2021 ¹	2022	2023 ²	2024 ³
Non-GAAP adjustments, Continuing Operations				
Gain/loss from sale of real est and/or businesses	\$ (28)	\$ -	\$ (11)	\$ (31)
Impairment charges	-	-	444	676
Restructuring-related charges	-	-	-	50
Gain on net insurance proceeds from tornado damage	-	-	(9)	(2)
CEO transition compensation costs	-	-	-	4
Non-GAAP adjustments, pre-tax	(28)	-	424	696
Income tax impact	7	-	(98)	(46)
Special tax items	-	-	-	5
Non-GAAP adjustments, after tax	\$ (21)	\$ -	\$ 326	\$ 656
Diluted shares outstanding	136.7	136.5	136.3	137.3
EPS impact of non-GAAP adjustments	\$ (0.16)	\$ -	\$ 2.39	\$ 4.78

¹ 2021 adjustment: Real estate gain of \$28m in Bedding Products - 2Q.

² 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. Impairment charge was in Bedding Products - 4Q.

³ 2024 adjustments: Real estate gains in Bedding Products - \$8m in 1Q, \$5m in 2Q, \$14m in 3Q and \$4m in 4Q; Goodwill impairment in Bedding Products - \$587m in 2Q and \$1m in 4Q; Goodwill impairment in Specialized Products - \$44m in 2Q; Goodwill impairment in Furniture, Flooring & Textile Products - \$45m in 2Q; Restructuring-related charges in Bedding Products - \$9m in 1Q, \$10m in 2Q, \$8m in 3Q and \$10m in 4Q; Restructuring-related charges in Specialized Products - \$1m in 2Q, \$4m in 3Q and \$5m in 4Q; Restructuring-related charges in Furniture, Flooring & Textile Products - \$2m in 1Q, \$1m in 3Q, and <\$1m in 4Q; Net insurance proceeds gain in Furniture, Flooring & Textile Products - \$2m in 1Q; CEO transition compensation cost was below segments - \$4m in 2Q; Deferred tax asset valuation allowance related to a prior year acquisition in Specialized Products - \$5m in 4Q.

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

Leggett & Platt

(\$ millions, except EPS)	2019 ¹	2020 ¹	2021	2022	2023	2024
Net trade sales	\$4,753	\$4,280	\$5,073	\$5,147	\$4,725	\$4,384
EBIT (continuing operations)	\$487	\$408	\$596	\$485	(\$90)	(\$430)
Non-GAAP adjustments, pre-tax	11	45	(28)	—	424	696
Adjusted EBIT (cont. operations)	\$498	\$453	\$568	\$485	\$334	\$267
Adjusted EBIT margin	10.5%	10.6%	11.2%	9.4%	7.1%	6.1%
Adjusted EBIT (cont. operations)	\$498	\$453	\$568	\$485	\$334	\$267
Depreciation & amortization	192	189	187	180	180	136
Adjusted EBITDA (cont. operations)	\$690	\$642	\$755	\$665	\$513	\$403
Adjusted EBITDA margin	14.5%	15.0%	14.9%	12.9%	10.9%	9.2%

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	2024
Earnings (continuing operations)	\$314	\$253	\$403	\$310	(\$137)	(\$511)
Non-GAAP adjustments, after tax	10	41	(21)	—	326	656
Adjusted Earnings (cont. operations)	\$324	\$294	\$381	\$310	\$189	\$144
Diluted EPS (continuing operations)	\$2.32	\$1.86	\$2.94	\$2.27	(\$1.00)	(\$3.73)
EPS impact from non-GAAP adjs	.07	.30	(.16)	—	2.39	4.78
Adjusted EPS (cont. operations)	\$2.39	\$2.16	\$2.78	\$2.27	\$1.39	\$1.05

¹ Adjusted for effects of change from LIFO to FIFO

Calculation of Return on Invested Capital

Leggett & Platt

	2019 ²	2020 ²	2021	2022	2023	2024
Adjusted EBIT (cont. operations)	\$498	\$453	\$568	\$485	\$334	\$267
Tax rate	21.8%	21.2%	22.8%	23.2%	24.5%	22.9%
Net Operating Profit After Tax (NOPAT)¹	389	357	438	372	252	205
Total debt (long-term + current)	\$2,118	\$1,900	\$2,090	\$2,084	\$1,988	\$1,863
Operating lease liabilities	161	165	198	203	208	185
Equity	1,342	1,425	1,649	1,641	1,334	690
Less: Cash & Cash equivalents	(248)	(349)	(362)	(317)	(366)	(350)
Invested Capital	\$3,373	\$3,141	\$3,575	\$3,612	\$3,164	\$2,389
Average Invested Capital	\$2,740	\$3,257	\$3,358	\$3,593	\$3,388	\$2,776
Return on Invested Capital (ROIC)	14.2%	11.0%	13.1%	10.4%	7.4%	7.4%

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

² Adjusted for effects of change from LIFO to FIFO

Reconciliation of Adj EBITDA by Segment

Leggett & Platt

(\$ millions, except EPS)	2019 ¹	2020 ¹	2021	2022	2023	2024
Bedding Products Segment						
EBITDA	\$322	\$299	\$428	\$324	(\$240)	(\$490)
Adjustments	6	11	(28)	—	436	594
Adjusted EBITDA	\$328	\$310	\$400	\$324	\$196	\$104
Specialized Products Segment						
EBITDA	\$212	\$136	\$161	\$140	\$166	\$107
Adjustments	—	30	—	—	—	54
Adjusted EBITDA	\$212	\$166	\$161	\$140	\$166	\$161
Furniture, Flooring & Textile Products Segment						
EBITDA	\$128	\$152	\$184	\$188	\$151	\$80
Adjustments	5	2	—	—	(12)	45
Adjusted EBITDA	\$133	\$154	\$184	\$188	\$139	\$125

¹ Adjusted for effects of change from LIFO to FIFO

Non-GAAP Financial Measures

Leggett & Platt

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 **debt to total capital, net debt, net debt to net capital, debt to EBITDA, net debt to EBITDA, net debt to adjusted EBITDA, net working capital, adjusted EPS, EBIT, EBIT margin, adjusted EBIT, adjusted EBIT margin, EBITDA, EBITDA margin, Segment EBITDA margin, amortized EBITDA, adjusted Segment EBITDA margins, adjusted EBITDA, adjusted EBITDA margin, adjusted earnings, adjusted continuing operations, free cash flow, excess cash flow, and Net Operating Profit After Tax (NOPAT)**. 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.

In addition, with respect to the **net debt to adjusted EBITDA ratio**, management and investors use this ratio as supplemental information to assess ability to pay off debt. This ratio is calculated differently than the Company's credit facility covenant ratio.

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.



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