

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.

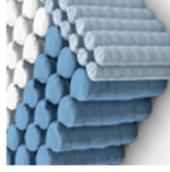


Major Operations

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