

BEDDING PRODUCTS

Bedding Group

Global Leader in Bedding Technology and Manufacturing

Customers

Bedding manufacturers
 Bedding brands & retailers
 E-commerce retailers
 Big box retailers
 Industrial users of rod & wire:
 Wire distributors
 Packaging & baling companies
 Mechanical spring mfrs.

Competitors

Importers of:
 Innersprings
 Finished mattresses
 Adjustable foundations

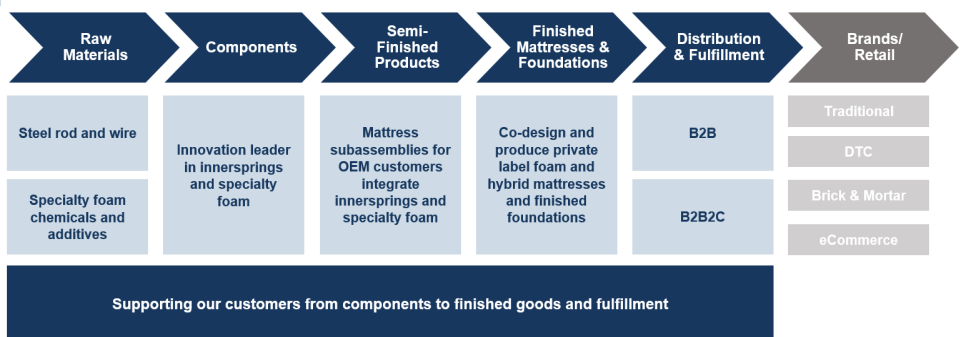
Innerspring maker-users

Foam Producers:
 Carpenter
 FXI
 Future Foam

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

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

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



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

Competitive Advantages

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

BEDDING PRODUCTS

Bedding Group

Steel Rod & Wire

www.leggettwiregroup.com

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

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



Major Operations

Illinois—Sterling
Indiana—Kouts
Missouri—Carthage

U.S. Spring

www.beddingcomponents.com

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

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



Major Operations

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

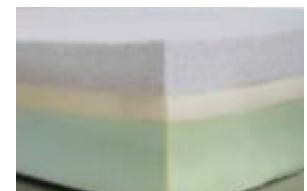
Specialty Foam

www.elitecomfortsolutions.com

www.petersonchemicals.com

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

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



Major Operations

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

L&P Bedding Value Chain

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

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

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

MELTING FURNACE



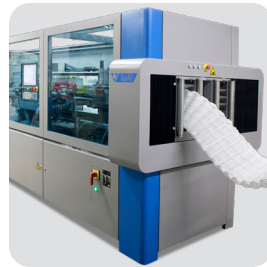
FORMING STEEL ROD



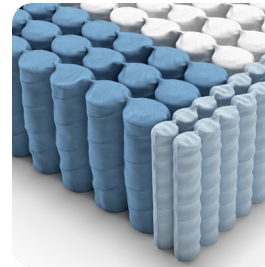
DRAWING WIRE



FORMING SPRINGS



INNERSPRING CORE



COMPONENTS COMBINE IN HYBRID MATTRESSES

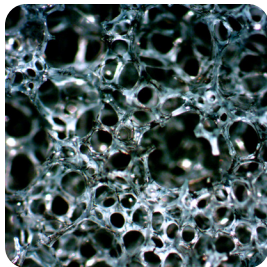


RAW STEEL TO SPRING CORES >>

POLYOL CHEMISTRY TO SPECIALTY FOAM >>



POLYOL LABORATORY



FOAM ADDITIVES



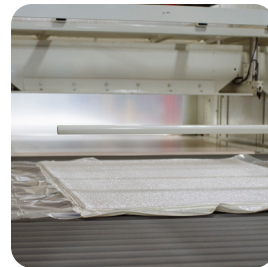
FOAM POURING



SPECIALTY FOAM



MATTRESS ASSEMBLY



COMPRESSING AND ROLL-PACKING

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

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

BEDDING PRODUCTS

Bedding Group

International Bedding

www.beddingcomponents-intl.com

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

Spühl, located in St. Gallen, Switzerland, produces wire forming equipment, designed primarily for our own bedding operations. These versatile, high-speed machines produce innersprings of various diameters including our 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 the largest U.S. producer of adjustable beds sold primarily to bedding retailers. We have three production locations in North America along with industry leading research and development and global sourcing capabilities.

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



Major Operations

Florida—Plant City

Kentucky—Georgetown

Mexico—Juarez

Machinery

www.gsgcompanies.com

www.leggettmachines.com

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



Major Operations

Florida—Sunrise

Missouri—Carthage

Croatia—Prelog

SPECIALIZED PRODUCTS

Automotive Group Global Leader in Technology for Seating Comfort

Customers

Auto OEMs

Tier 1 Suppliers:

Adient
Forvia
Lear

Competitors

Comfort:

Brose
Gentherm (Alfmeier)
Lear (Kongsberg)

Many cable, motor, actuator and electronic/software producers

Major Operations

Missouri—Carthage

Austria—Berndorf

Belgium—Wevelgem

Canada—London, Windsor

China—Changsha, Wuxi,
Zhaoqing

Mexico—Juarez

www.leggett-automotive.com

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

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

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

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

Competitive Advantages

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



SPECIALIZED PRODUCTS

Aerospace Products Group

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

Customers

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

System integrators (Tier 1)

Assemblers (Tier 2)

Competitors

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

Major Operations

California—Poway

Connecticut—Middletown

Washington—Kirkland

France—Nanterre, Samer

UK—Dunstable, Salisbury

www.leggettaerospace.com

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

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

Competitive Advantages

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



SPECIALIZED PRODUCTS

Hydraulic Cylinders Group

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

Addressable Market

~\$5 Billion

Customers

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

Competitors

Various small to mid-sized manufacturers

Self-supply by certain OEMs

Large OEM providers with comprehensive adjacent product portfolios

Major Operations

North Carolina—Beulaville
China—Ningbo
Germany—Eschwege
India—Chennai
UK—Cramlington

www.phc-global.com

www.pacoma.com

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

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

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

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

Competitive Advantages

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



FURNITURE, FLOORING & TEXTILE PRODUCTS

Home Furniture Group

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

Customers

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

American Leather
Ashley Furniture
Bassett
Best Home Furniture
Flexsteel
La-Z-Boy
Southern Motion

Competitors

Primarily Chinese producers
Self-supply by selected brands

www.lpfurniturecomponents.com

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

Competitive Advantages

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



Major Operations

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

Work Furniture Group

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

Customers

Fritz Hansen
Haworth
Hay
HNI
MillerKnoll
Steelcase

Competitors

Bock
Cofemo
Donati

www.lpworkfurniture.com

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

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

Competitive Advantages

- Global manufacturing and supply chain management
- Recognized leader in design and production of components and 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

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

Customers

Bedding & upholstered furniture manufacturers
Filtration & building product distributors
Drapery manufacturers
Contractors, landscapers, road construction companies
Government agencies for infrastructure projects
Home improvement retailers

Competitors

ACF
Midwest Filtration
Nutex Concepts
OXCO
Regional distributors

Textile Products

www.hanescompanies.com

www.hanesgeo.com

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

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

Competitive Advantages

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



Major Operations

Georgia—Calhoun
North Carolina—Conover,
Winston-Salem
Canada—Edmonton,
Montreal, Toronto