

## ↻ **Business Groups** ↻

# Business Units

March 2019

4 Segments	10 Groups	15 Business Units
<b>46% Residential Products</b>	30% Bedding	U.S. Spring
		International Spring
		Specialty Foam
	14% Fabric & Flooring Products	Fabric Converting
		Flooring Products
		Geo Components
	2% Machinery	Machinery
<b>12% Industrial Products</b>	12% Wire	Drawn Wire
		Steel Rod
<b>20% Furniture Products</b>	7% Home Furniture	Home Furniture
	6% Work Furniture	Work Furniture
	7% Consumer Products	Consumer Products
<b>22% Specialized Products</b>	17% Automotive	Automotive
	3% Aerospace Products	Aerospace Products
	2% Hydraulic Cylinders	Hydraulic Cylinders

\* Percentages of estimated 2019 Total Sales (i.e. trade + intersegment)

# Residential Products

## Bedding Group

### *Global Leader in Bedding Technology and Manufacturing*

*World's leading manufacturer of innerspring and boxspring components and a leading provider of specialty bedding foam and private-label finished mattresses.*

## Description

Our global Bedding Group manufactures multiple types of mattress innersprings, proprietary specialty foams, and boxsprings for bedding customers around the world. We are also a leading U.S. supplier of private-label compressed mattresses, mattress toppers and pillows. In addition, we produce versatile high-speed wire forming equipment, designed primarily for our own bedding operations.

We continue to increase our component content in both the U.S. and European markets through the growth of our higher-value springs such as ComfortCore® and added features including Quantum® Edge and ultra-low-height coils, all of which are being utilized in more of the mattresses our customers produce. We are also supplying more proprietary specialty foams for use in mattress comfort layers that improve durability, increase air flow and decrease odor. Sales of other bedding components, including non-fashion construction fabrics, occur through other groups in the Residential Products segment.

In January 2019, we acquired Elite Comfort Solutions (ECS), a leader in proprietary specialized 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.

Together with ECS, we have the capability to supply components or private-label finished goods for nearly any mattress type, packaging form or distribution channel.

In 1960, bedding components represented nearly 100% of the company's sales. In 2019, Bedding Group revenue will comprise approximately 30% of total sales.

Leggett & Platt's expertise in the bedding industry is second to none, with a unique to the industry combination of product, machine development and patent protection.

See these websites for more information:

<http://www.beddingcomponents.com>

<http://www.lpeurope.com>

<http://www.elitecomfordsolutions.com>

## Competitive Advantages

- 100+ years of experience in the industry
- Industry leading research and development yields new and innovative products for customers
- Specialty foam chemicals and machine development capability compliments our product R&D
- JIT distribution
- Low cost producer of innersprings and boxsprings
- Vertically integrated to ensure availability and quality of key raw materials

## Addressable Market

U.S. Spring, European Spring and Specialty Foam are three of our "Grow" businesses with addressable markets of ~\$1.9 billion, ~\$1.5 billion and ~\$1.7 billion, respectively.

## Customers

Broad customer base includes most U.S. bedding manufacturers and many other mattress producers around the world. Major customers include:

Serta	Tempur Sealy	Simmons
Silentnight	Hilding Anders	Steinhoff
Casper	Tuft & Needle	

## Competitors

- Regional producers in the global markets
- Foam Producers: Carpenter, Innocor, FXI, Future Foam

## Major Operations

Arkansas – Fort Smith  
Arizona – Phoenix  
California – Commerce, Ontario, South Gate  
Georgia – Americus, Monroe, Newnan  
Indiana – Rensselaer  
Kentucky – Winchester  
Massachusetts – Oxford  
Mississippi – Verona  
Missouri – Carthage  
North Carolina – Conover, High Point  
Pennsylvania – Wilkes-Barre  
Texas – Ennis  
Brazil – Sorocaba  
China – Guangzhou  
Croatia – Prelog  
Denmark – Tistrup  
Mexico – Mexico City  
South Africa – Benoni  
Switzerland – St. Gallen  
UK – Barnsley

## Industry Data

ISPA – International Sleep Products Association  
<http://www.sleepproducts.org/>

# Residential Products

## Fabric & Flooring Products Group

*Leading U.S. supplier of non-fashion construction fabrics and flooring underlayment;  
major supplier of geo components.*

### Description

---

**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 have expanded to encompass other markets, including automotive, filtration, construction, and packaging.

**Geo Components:** We also produce and distribute geo components for erosion control, subgrade stabilization, and storm water management. Geo components include geotextiles, erosion control blankets, silt fencing, grid, and other complementary products.

We are growing this business organically and through bolt-on acquisitions, and seek to continue expanding our geographic footprint and the product lines this business supplies.

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

See these websites for more information:

<http://www.hanescompanies.com>

<http://www.hanesgeo.com>

<http://lpflooringproducts.com>

### 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 disbursed, along with a wide range of products allow for combined shipments and reduced lead times.

### Addressable Market

---

Geo Components is one of our “Grow” businesses with an addressable market of ~\$2 billion.

### Customers

---

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

### Competitors

---

Carpenter	Mohawk
Future Foam	Regional producers
ACF	OXCO

### Major Operations

---

#### Fabric/Geo:

California – Cerritos, Carlsbad	New Jersey – Secaucus
Colorado – Denver	North Carolina – Charlotte, Conover, Winston-Salem
Georgia – Calhoun, Lawrenceville	Texas – Austin, Houston, Grapevine
Indiana – Indianapolis	Canada:
Maryland – Eldersburg	Ontario – Dundas, Toronto
Michigan – Wyoming	Quebec – Ville Mont Royal
Mississippi – Pontotoc	

#### Flooring Products:

California – Ontario, Tracy	North Carolina – Statesville, Salisbury
Illinois – Chicago, Morris	Pennsylvania – Berwick
Mississippi – Houston	Texas – Ft. Worth
Missouri – Cape Girardeau	

### Industry Data

---

ISPA – International Sleep Products Association

<http://www.sleepproducts.org/>

CCC – Carpet Cushion Council

<http://www.carpetcushion.org/>

# Residential Products Machinery Group

*World's leading manufacturer of quilting and sewing equipment for the bedding industry.*

## Description

---

The Machinery Group is the world's leading provider of a full range of industrial quilting and sewing machinery. Our operations develop and produce advanced quilting and sewing 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.

See these websites for more information:

<http://www.gsgcompanies.com>

<http://www.leggettmachines.com>

## Competitive Advantages

---

- Recognized as global leaders in design and production of advanced quilting and sewing equipment
- An extensive network of offices and agents that provide sales, service and parts support across the globe.

## Customers

---

- Global bedding manufacturers

## Competitors

---

- Atlanta Attachment
- Mammut
- Resta/Meca
- Various Chinese producers

## Major Operations

---

Florida – Sunrise

Illinois – Chicago

Missouri – Carthage

Croatia – Prelog

China – Shanghai

# Industrial Products

## Wire Group

*Leading U.S. producer of high-carbon drawn steel wire.*

### Description

---

Our three domestic wire mills produce approximately 500,000 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.

About 65–70% of this wire is used by Leggett operations, ensuring a consistent supply of quality wire for our bedding 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.

We are further vertically integrated through our production of steel rod at our steel mill in northwestern Illinois. About 70% of the steel rod we produce is used by our three wire mills; the remainder is sold externally.

See <http://www.leggettwiregroup.com> for more information.

### Competitive Advantages

---

- Cost advantage resulting from internal production of steel rod, high volume manufacturing, efficient facilities, and low labor content
- High quality products and service – we consistently deliver one of the industry's highest levels of product acceptance

### Customers

---

- Leggett & Platt businesses
- Mechanical spring manufacturers
- Wire distributors
- Packaging and baling companies
- Farm equipment manufacturers
- Overhead door manufacturers
- Various industrial companies

### Competitors

---

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

### Major Operations

---

Florida – Jacksonville  
Illinois – Sterling  
Indiana – Kouts  
Missouri – Carthage  
Ohio – Solon

### Industry Data

---

American Wire Producers Association  
<http://www.awpa.org/>

# Furniture Products

## Work Furniture Group

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

### Description

---

Our Work Furniture Group produces select lines of private-label finished seating and also manufactures value-added components to complement our private-label strategy. Our components include chair mechanisms, bases, arms, seats and backs, surface-critical bent tube assemblies, and molded plywood components.

Workspaces are evolving. Growth of flexible, collaborative workspaces supports private-label demand. Outsourcing production to us enables our customers to focus on brand and design.

Our global strategy includes expanded capabilities in private-label production of high-end finished goods, product design, component manufacturing, and supply chain management. As our work furniture customers seek to grow globally, we are well positioned to serve as a strategic partner supporting that growth.

See <http://lpworkfurniture.com> for more information.

### Competitive Advantages

---

- Global manufacturing and supply chain management
- Recognized leader in design and production
- Product line breadth
- Longstanding customer relationships
- Global private label upholstery production capability
- Ability to meet exacting quality standards

### Addressable Market

---

Work Furniture is one of our “Grow” businesses with an addressable market of ~\$4 billion.

### Customers

---

Herman Miller	HNI
Hay	Steelcase
Knoll	Haworth
Fritz Hansen	HOWE

### Competitors

---

- Bock
- Donati
- Cofemo

### Major Operations

---

Michigan – Grand Rapids, Sparta  
North Carolina – Greensboro  
Canada – Ontario – Waterloo  
Mexico – Monterey  
Italy – Treviso  
Poland – Poznan  
China – Guangzhou

### Industry Data

---

BIFMA – Business & Institutional Furniture Mfg.’s Assn.  
<http://www.bifma.org/>

# Furniture Products

## Home Furniture Group

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

### Description

---

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, sofa sleeper units, and other products. Our operations are strategically located around the world to efficiently supply upholstered furniture manufacturers.

See <http://www.homefurniturecomponents.com> for more information.

### Competitive Advantages

---

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

### Customers

---

In addition to serving accounts of all sizes around the world, some of our major U.S. customers include:

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

### Competitors

---

- Primarily Chinese producers
- Self-supply by selected brands

### Major Operations

---

California – City of Industry  
Indiana – Kendallville  
Kentucky – Leitchfield  
Mississippi – Tupelo  
North Carolina – Greensboro, High Point,  
Lexington, Conover  
Germany – Rietberg  
China – Hui Zhou City, Jaixing, Jiang Yan City

### Industry Data

---

AHFA – American Home Furnishings Alliance  
<http://www.ahfa.us>



# Furniture Products

## Consumer Products Group

*Leading U.S. supplier of adjustable beds*

### Description

---

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

Our growth strategy includes investing in product development resources to drive differentiation.

**Fashion Bed:** We also supply fashion beds, bed frames and other bedding support products to a broad base of retail customers. We offer a full line of sleep accessories to our customers, allowing them a one-stop shop with just-in-time inventory.

See these websites for more information:

<http://www.lpadjustablebeds.com>

<http://www.fashionbedgroup.com>

### Competitive Advantages

---

- Large North American manufacturing and distribution network
- Broad product line and ongoing innovation
- Ability to customize product
- Established reputation for high quality products and exceptional customer service
- International sourcing and forward distribution capability

### Addressable Market

---

Adjustable Bed is one of our “Grow” businesses with an addressable market of ~\$1 billion.

### Customers

---

Sleep Number  
Mattress Firm

Rooms-to-Go  
Macy’s

Our adjustable beds, fashion beds, and bedding accessories are sold to a wide range of traditional retail customers, including specialty sleep shops, department stores, and furniture retailers. Our products are also sold through e-commerce channels.

### Competitors

---

- Ergomotion
- Mantua
- Hillsdale
- Protect-A-Bed

### Major Operations

---

California – Whittier

Florida – Spring Hill

Illinois – Chicago

Kentucky – Georgetown

Mexico – Juarez

### Industry Data

---

ISPA – International Sleep Products Association

<http://www.sleepproducts.org/>

# Specialized Products

## Automotive Group

*World's leading manufacturer of active lumbar support systems, massage systems, and seat suspension systems for the automotive industry.*

### Description

---

We are the global leader in the production of lumbar support and seat suspension systems, and we produce other complementary products. Our product lines include:

#### Comfort

- Lumbar support and massage systems
- Suspension systems (wire grid designs, sinuous wire, elastomeric fabrics, custom suspension systems)

#### Cables, Motors, and Actuators

- Small motors and actuators for power feature adjustment
- Control cables

Our automotive business has grown at a significant pace over the past several years, and we expect to continue growing from the combined benefit of new program awards, increased content, and market share gains. We are benefitting from several factors, including:

- Increased focus on seat comfort by consumers and the automotive OEMs,
- More global programs
- More content and functionality in less space as part of an effort to improve fuel economy in new vehicles.

See <http://www.leggett-automotive.com> for more information.

### Competitive Advantages

---

- Engineering and technical competence
- Customization – OEM/Tier 1 engagement
- Program launch and production reliability
- Global footprint

### Addressable Market

---

Automotive is one of our “Grow” businesses with an addressable market of \$10 billion.

### Customers

---

While we typically work directly with the global auto OEM's on the design and specification of our products, our direct customers are the Tier 1 suppliers:

Adient	Lear
Faurecia	Toyota Boshoku

### Competitors

---

- Lumbars: Brose, Alfmeier, Kongsberg
- Many cable, motor, and actuator producers

### Major Operations

---

Missouri – Carthage  
Austria – Berndorf  
Belgium – Wevelgem  
Canada – Ontario – London, Windsor  
China – Changsha, Wuxi, Zhaoqing City  
Korea – Sasang-gu  
Mexico – Juarez  
Hungary – Tornyospusztá  
UK – South Wales – Ammanford

R&D/Testing/Technical Dev. Center

- Canada – Ontario – Windsor
- Germany – Nurnberg
- China – Guangzhou

### Industry Data

---

MEMA – Motor & Equipment Manufacturers Association  
<http://www.mema.org>

Auto Alliance (Alliance of Automobile Manufacturers)  
<http://autoalliance.org>

JAMA – Japan Automobile Manufacturers Association  
<http://www.jama.org>

# Specialized Products

## Aerospace Products Group

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

### Description

---

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. 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. Requirements regarding weight, corrosion, wear, and extreme temperature differentials necessitate the use of advanced alloys. The products are integral components of critical aircraft systems, including fuel, hydraulic, pneumatic, environmental, life support, stability and cooling systems.

Our global market focus is on fluid conveyance systems (air and liquid) for commercial and defense aircraft. We plan to grow this business by continuing to expand our tube fabrication and assembly capabilities, by growing our product portfolio and by increasing applications for our products.

See <http://www.leggettaerospace.com> for more information.

### Competitive Advantages

---

- Extensive tubing portfolio
- Vertical integration
- Strong reputation for quality, reliability, and on time delivery
- U.S. and European presence

### Addressable Market

---

Aerospace is one of our “Grow” businesses with an addressable market of ~\$2 billion.

### Customers

---

We supply product to multiple tiers of suppliers within the supply chain, but primarily system integrators (Tier 1) and assemblers (Tier 2).

### Competitors

---

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

### Major Operations

---

California – Poway  
Connecticut – Middletown  
Washington – Kirkland  
U.K. – Salisbury  
France – Samer, Nanterre

### Industry Data

---

GIFAS – Groupement des Industries Françaises  
Aéronautiques et Spatiales  
<http://www.gifas.asso.fr/en/>

Aviation International News  
<http://www.ainonline.com>

Deloitte Global Aerospace & Defense Industry Outlook  
<http://www.deloitte.com/global/en/pages/manufacturing/articles/global-a-and-d-outlook.html>

# Specialized Products

## Hydraulic Cylinders Group

*A leading global manufacturer of engineered hydraulic cylinders used in mobile equipment*

### Description

---

In January 2018, we acquired Precision Hydraulic Cylinders (PHC), a leading supplier of hydraulic cylinders for material handling, construction, and transportation markets. PHC designs, engineers, and manufactures single-acting, double acting, telescopic and tie-rod cylinders for mobile equipment applications such as lift trucks, forklifts, construction equipment, truck-mounted cranes, aerial work platforms, and other equipment. Our products often operate in demanding environments where equipment dependability is vital in maintaining the safety of personnel and goods.

The Hydraulic Cylinders Group is the first new growth platform identified via our Styles of Competition work and has a strong fit with our “critical components” style. Hydraulic cylinders are highly engineered and although cylinders represent only a fraction of the cost of the mobile equipment, they are crucial to safe and effective operation. Hydraulic cylinders have long product life-cycles and are most often sold to large OEM customers under programmatic product launches.

We plan to grow this business by expanding with our current customers as they seek to outsource more of their hydraulic cylinder production and grow their international presence, increasing penetration in current and adjacent hydraulic cylinder markets where we have lower market shares, and investing in R&D and other technologies to enhance our product offerings.

See <http://www.phc-global.com> for more information.

### Competitive Advantages

---

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

### Addressable Market

---

Hydraulic Cylinders is a new growth platform with an addressable market of ~\$5 billion.

### Customers

---

Our customer base includes mobile equipment OEMs, primarily in the material handling, construction equipment and transportation markets. Some major customers include:

JLG (Oshkosh)  
Mitsubishi Caterpillar Forklift (MCF)  
Toyota Industrial Equipment  
Unicarriers

### Competitors

---

- Various small to mid-sized manufacturers
- Large OEM providers with comprehensive adjacent product portfolios

### Major Operations

---

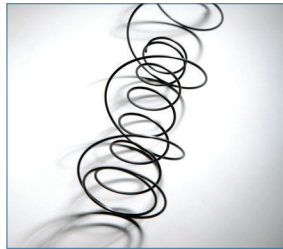
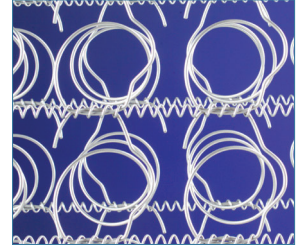
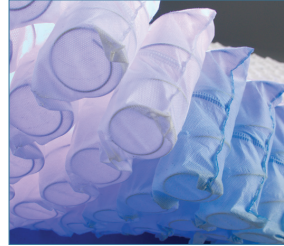
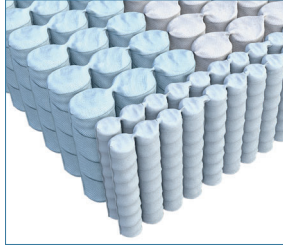
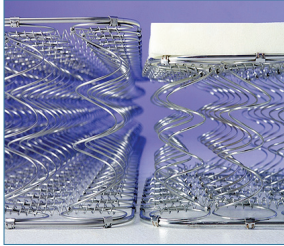
North Carolina – Beulaville  
India – Chennai  
UK – Cramlington

# RESIDENTIAL PRODUCTS

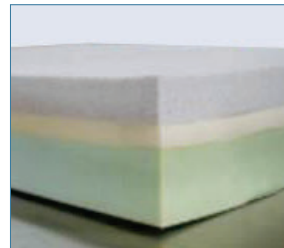
2019  
FACT BOOK

## BEDDING GROUP

### US & INTERNATIONAL SPRING

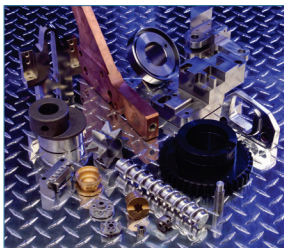


### SPECIALITY FOAM



## MACHINERY GROUP

### MACHINERY



*Leggett & Platt®*

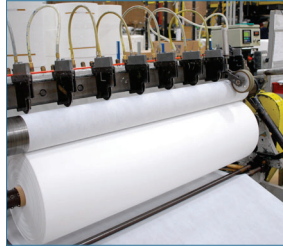
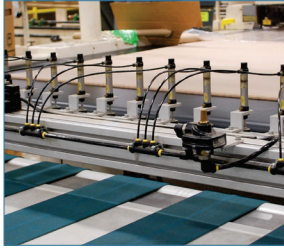
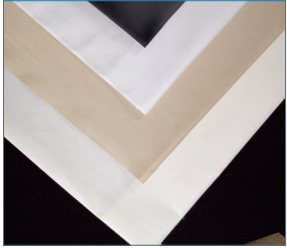


# RESIDENTIAL PRODUCTS

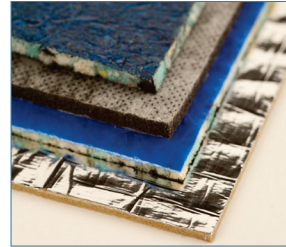
2019  
FACT BOOK

## FABRIC AND FLOORING PRODUCTS GROUP

### FABRIC CONVERTING



### FLOORING PRODUCTS



### GEO COMPONENTS



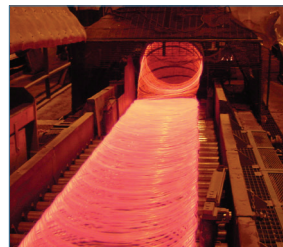
*Leggett & Platt®*

# INDUSTRIAL PRODUCTS

2019  
FACT BOOK

## WIRE GROUP

### STEEL ROD



### WIRE DRAWING



*Leggett & Platt®*



# FURNITURE PRODUCTS

2019  
FACT BOOK

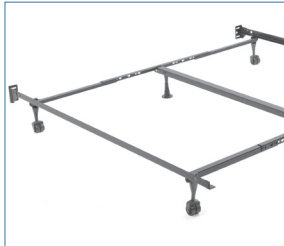
## WORK FURNITURE GROUP

### WORK FURNITURE



## CONSUMER PRODUCTS GROUP

### CONSUMER PRODUCTS



## HOME FURNITURE GROUP

### HOME FURNITURE



*Leggett & Platt®*

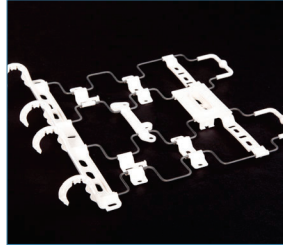
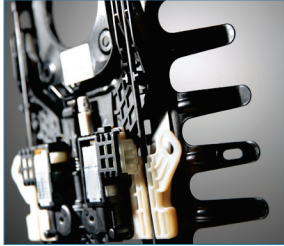


# SPECIALIZED PRODUCTS

2019  
FACT BOOK

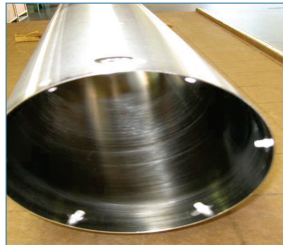
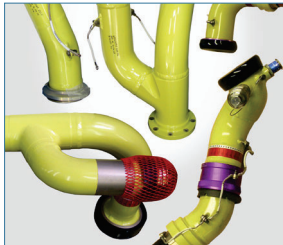
## AUTOMOTIVE GROUP

### AUTOMOTIVE



## AEROSPACE GROUP

### AEROSPACE PRODUCTS



## HYDRAULIC CYLINDERS GROUP

### HYDRAULIC CYLINDERS



*Leggett & Platt®*