

The teamwork spirit and inventive heritage of the people of Leggett \& Platt are symbolized in the sculpture, Partners In Progress. To encourage these values and preserve them for future generations, a larger-than-life-size version of the sculpture stands outside the home office in Carthage, Missouri.

(Dollar amounts in millions, except per share data)

| Year ended December 31 | 1998 | 1997 | \% Change |
| :--- | ---: | ---: | ---: |
| Net sales | $\$ 3,370.4$ | $\$ 2,909.2$ | $15.9 \%$ |
| Earnings before interest and income taxes | 429.1 | 362.5 | 18.4 |
| Net earnings | 248.0 | 208.3 | 19.1 |
| Cash provided by operating activities | 354.9 | 288.3 | 23.1 |
|  |  |  |  |
| Earnings per share |  | 1.25 | $\$ 1.09$ |
| $\quad$ Net earnings - basic | 1.24 | 1.08 | $14.7 \%$ |
| $\quad$ Net earnings - diluted | .315 | 27 | 16.7 |
| Cash dividends declared per share | 7.27 | 6.09 | 19.4 |
| Book value per share |  |  |  |
|  | $11.7 \%$ | $11.5 \%$ |  |
| Pre-tax profit margin | 7.4 | 7.2 |  |
| Net profit margin | 19.0 | 19.7 |  |
| Return on average shareholders' equity | 26.9 | 26.9 |  |
| Long-term debt as a percent of total capital | 14.1 | 14.5 |  |
| Return on average total capital |  |  |  |
|  |  | 197.7 | 190.3 |
| Average shares outstanding (in millions) | 200.7 | 193.2 |  |
| $\quad$ Basic |  |  |  |
| Diluted |  |  |  |

Previously reported share and per share data have been restated to reflect a two-for-one stock split distributed on June 15, 1998.

Cash Provided by Operating Activities
millions of dollars



## Financial Reports and Review

LEGGETT \& PLATT, INCORPORATED AND SUBSIDIARIES


Net Earnings



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## Return on Average Shareholders' Equity

 percent

(Dollar amounts in millions, except per share data)

|  | 1998 | 1997 | 1996 |
| :---: | :---: | :---: | :---: |
| Summary of Operations |  |  |  |
| Net sales | \$3,370.4 | \$2,909.2 | \$2,466.2 |
| \% change | 15.9\% | 18.0\% | 9.3\% |
| Gross profit | 871.5 | 737.8 | 623.5 |
| Interest expense | 38.5 | 31.8 | 30.0 |
| Earnings from continuing operations before income taxes and non-recurring costs ${ }^{\text {(1) }}$ | 395.6 | 333.3 | 276.3 |
| Net earnings before non-recurring costs ${ }^{(1)}$ | 248.0 | 208.3 | 169.4 |
| \% change | 19.1\% | 23.0\% | 26.1\% |
| Net earnings | 248.0 | 208.3 | 140.5 |
| Common Stock Data ${ }^{(5)}$ |  |  |  |
| Earnings per share |  |  |  |
| Net earnings before non-recurring costs - basic ${ }^{(1)}$ | \$ 1.25 | \$ 1.09 | \$ . 94 |
| Net earnings before non-recurring costs - diluted ${ }^{(1)}$ | 1.24 | 1.08 | . 92 |
| \% change | 14.8\% | 17.4\% | 22.7\% |
| Net earnings - basic | 1.25 | 1.09 | . 78 |
| Net earnings - diluted | 1.24 | 1.08 | . 77 |
| Cash dividends declared per share | . 315 | . 27 | . 23 |
| Average number of shares outstanding |  |  |  |
| Basic | 197.7 | 190.3 | 181.1 |
| Diluted | 200.7 | 193.2 | 183.7 |
| Year-End Financial Position |  |  |  |
| Working capital | \$ 735.7 | \$ 572.1 | \$ 470.5 |
| Property, plant and equipment, net | 820.4 | 693.2 | 582.9 |
| Total assets | 2,535.3 | 2,106.3 | 1,712.9 |
| Long-term debt | 574.1 | 466.2 | 388.5 |
| Shareholders' equity | 1,436.8 | 1,174.0 | 941.1 |
| Total capital ${ }^{(2)}$ | 2,133.9 | 1,733.8 | 1,420.1 |
| Other Financial Data, Profit Measures and Ratios |  |  |  |
| Earnings before net interest expense, taxes and non-recurring costs ${ }^{(1)}$ | \$ 429.1 | \$ 362.5 | \$ 304.2 |
| Earnings before net interest expense, taxes, depreciation, amortization and non-recurring costs ${ }^{(1)}$ | 557.0 | 468.1 | 396.4 |
| Net cash provided by operating activities | 354.9 | 288.3 | 238.1 |
| Capital expenditures | 147.6 | 119.4 | 96.2 |
| Depreciation | 106.1 | 88.3 | 75.8 |
| Amortization | 21.8 | 17.3 | 16.4 |
| PERCENTAGES |  |  |  |
| Net profit margin before non-recurring costs ${ }^{(1)}$ | 7.4 | 7.2 | 6.9 |
| Return on average shareholders' equity ${ }^{(1)}$ | 19.0 | 19.7 | 20.1 |
| Return on average total capital ${ }^{(1)}{ }^{(3)}$ | 14.1 | 14.5 | 14.3 |
| Long-term debt as \% of total capital | 26.9 | 26.9 | 27.4 |
| RATIOS |  |  |  |
| Net sales/average working capital ${ }^{(4)}$ | 5.5 | 5.6 | 5.7 |
| Net sales/average total assets | 1.5 | 1.5 | 1.5 |

[^0]| 1995 | 1994 | 1993 | 1992 | 1991 | 1990 | 1989 | 1988 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$2,256.9 | \$2,009.1 | \$1,526.7 | \$1,315.0 | \$1,221.4 | \$1,231.3 | \$1,117.4 | \$859.3 |
| 12.3\% | 31.6\% | 16.1\% | 7.7\% | (.8\%) | 10.2\% | 30.0\% | 26.6\% |
| 534.9 | 471.7 | 348.4 | 300.7 | 260.9 | 262.4 | 239.3 | 174.5 |
| 30.4 | 26.0 | 10.2 | 13.5 | 19.9 | 23.1 | 20.5 | 10.7 |
| 220.6 | 196.3 | 140.4 | 107.2 | 65.2 | 73.1 | 81.5 | 60.5 |
| 134.3 | 119.5 | 85.6 | 65.8 | 39.5 | 44.5 | 48.9 | 37.7 |
| 12.4\% | 39.6\% | 30.1\% | 66.6\% | (11.2\%) | (9.0\%) | 29.7\% | (2.6\%) |
| 134.3 | 119.5 | 85.6 | 65.8 | 39.5 | 30.2 | 48.9 | 37.7 |
| \$ . 76 | \$ . 69 | \$ . 53 | \$ . 42 | \$ . 27 | \$ . 30 | \$ . 34 | \$ . 27 |
| . 75 | . 68 | . 52 | . 41 | . 26 | . 30 | . 33 | . 27 |
| 10.3\% | 30.8\% | 26.8\% | 57.7\% | (13.3\%) | (9.1\%) | 22.2\% | 0.0\% |
| . 76 | . 69 | . 53 | . 42 | . 27 | . 21 | . 34 | . 27 |
| . 75 | . 68 | . 52 | . 41 | . 26 | . 20 | . 33 | . 27 |
| . 19 | . 155 | . 135 | . 115 | . 11 | . 105 | . 095 | . 08 |
| 177.3 | 173.2 | 160.2 | 155.9 | 146.8 | 146.3 | 144.1 | 138.3 |
| 179.7 | 175.7 | 164.6 | 160.8 | 157.1 | 156.2 | 154.1 | 148.2 |
| \$ 411.5 | \$ 353.6 | \$ 297.8 | \$ 237.9 | \$ 233.6 | \$ 236.9 | \$ 203.8 | \$167.1 |
| 510.6 | 440.7 | 353.4 | 259.7 | 263.4 | 255.7 | $240.3$ | 207.4 |
| 1,478.1 | 1,327.0 | 1,080.1 | 772.5 | 746.7 | 768.8 | 662.6 | 567.2 |
| 380.6 | 364.1 | 306.1 | 147.9 | 232.7 | 269.4 | 205.0 | 164.5 |
| 746.8 | 628.3 | 514.6 | 442.1 | 346.3 | 316.4 | 294.5 | 255.1 |
| 1,203.0 | 1,060.4 | 892.5 | 631.5 | 621.0 | 626.8 | 535.2 | 451.6 |
| \$ 249.2 | \$ 220.2 | \$ 148.4 | \$ 118.0 | \$ 84.1 | \$ 95.0 | \$ 100.4 | \$ 69.5 |
| 327.2 | 286.8 | 193.7 | 160.6 | 125.5 | 134.3 | 132.6 | 95.5 |
| 187.8 | 171.9 | 145.7 | 100.4 | 103.0 | 69.0 | 64.1 | 48.0 |
| 106.8 | 97.1 | 54.2 | 35.8 | 36.5 | 45.1 | 31.2 | 37.3 |
| 62.6 | 52.5 | 39.1 | 36.5 | 34.6 | 32.8 | 28.1 | 22.6 |
| 15.4 | 14.1 | 6.2 | 6.1 | 6.8 | 6.5 | 4.1 | 3.4 |
| 6.0 | 5.9 | 5.6 | 5.0 | 3.2 | 3.6 | 4.4 | 4.4 |
| 19.5 | 20.9 | 17.9 | 16.7 | 11.9 | 14.6 | 17.8 | 16.0 |
| 13.5 | 13.9 | 12.0 | 11.8 | 8.3 | 10.1 | 12.4 | 11.6 |
| 31.6 | 34.3 | 34.3 | 23.4 | 37.5 | 43.0 | 38.3 | 36.4 |
| 6.0 | 6.2 | 5.8 | 5.8 | 5.4 | 5.7 | 6.1 | 6.4 |
| 1.6 | 1.7 | 1.6 | 1.7 | 1.6 | 1.7 | 1.8 | 1.8 |


[^0]:    (1) 1996 amounts exclude merger related costs of $\$ 26.6$ pre-tax and $\$ 16.4$ after-tax, or $\$ .09$ per basic and diluted share, and an extraordinary item of $\$ 12.5$ after-tax, or $\$ .07$ per basic and diluted share. A restructuring charge of $\$ 20.3$ pre-tax and $\$ 14.3$ after-tax, or $\$ .10$ per basic share and $\$ .09$ per diluted share is excluded from 1990.
    (2) Total capital includes long-term debt, deferred taxes, other long-term liabilities and shareholders' equity.
    (3) This percentage is computed by adding the after-tax interest expense to net earnings and then dividing the sum by average total capital.
    (4) For the purpose of this ratio, average working capital excludes cash and cash equivalents.
    (5) Previously reported share and per share data have been restated to reflect a two-for-one stock split distributed on June 15, 1998.

