

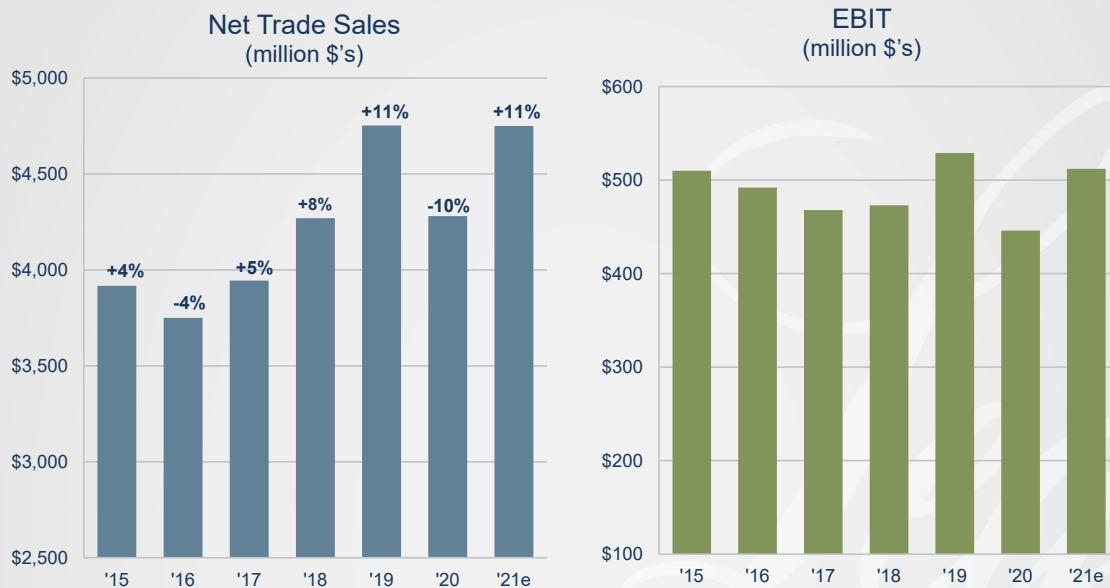
# **Financials**

## Recent Financials

\$'s in millions	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Sales:	3,917	3,750	3,944	4,270	4,753	4,280
EBIT:	510	492	468	473	529	446
<i>EBIT Margin:</i>	<i>13.0%</i>	<i>13.1%</i>	<i>11.9%</i>	<i>11.1%</i>	<i>11.1%</i>	<i>10.4%</i>
Earnings from Cont Ops:	343	349	336	336	347	289
EPS:	2.36	2.49	2.46	2.48	2.57	2.13
EBITDA:	623	607	594	609	721	636
<i>EBITDA Margin:</i>	<i>15.9%</i>	<i>16.2%</i>	<i>15.1%</i>	<i>14.3%</i>	<i>15.2%</i>	<i>14.9%</i>
Cash from Ops:	359	553	444	440	668	603

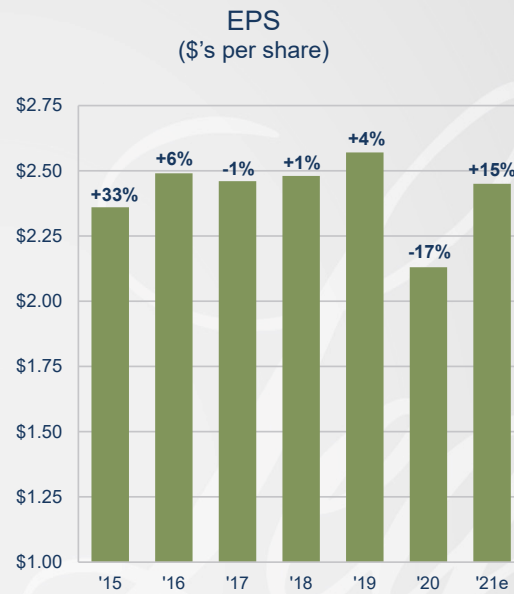
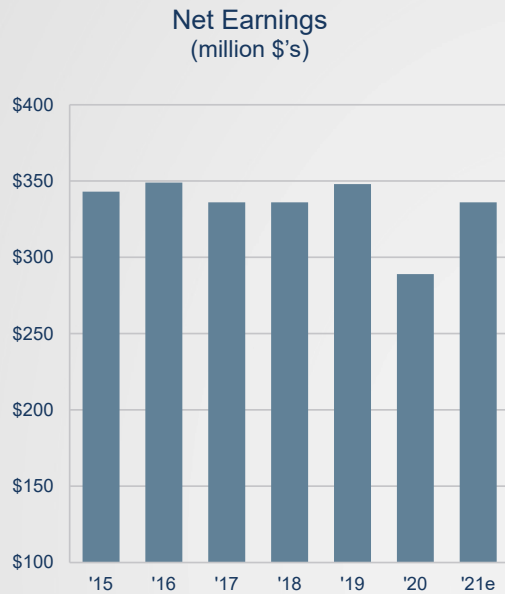
\* Amounts are from continuing operations and exclude non-recurring items. See Appendix - Non-GAAP Adjustments.

## Sales and EBIT



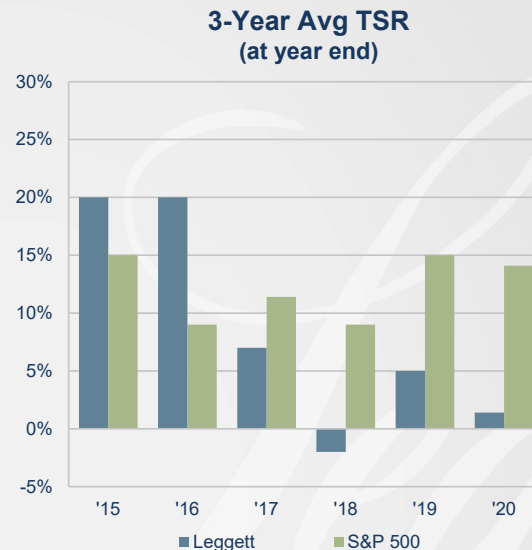
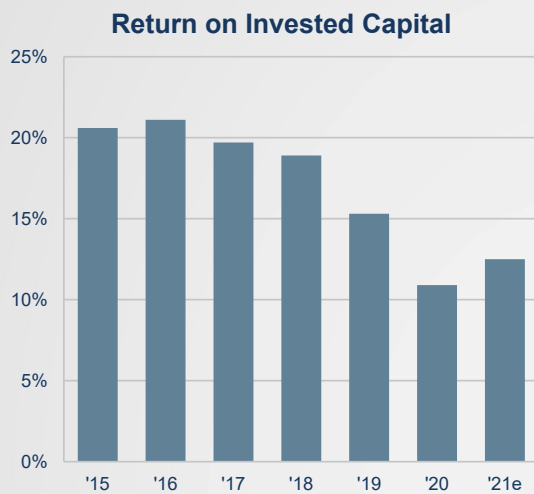
- Amounts are from continuing operations and exclude unusual items. See appendix for non-GAAP reconciliations.
- 2021 estimates are based on mid-point of guidance

## Net Earnings and EPS



- Amounts are from continuing operations and exclude unusual items. See appendix for non-GAAP reconciliations.
- 2021 estimates are based on mid-point of guidance

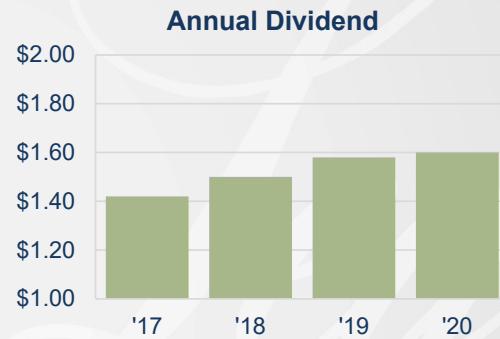
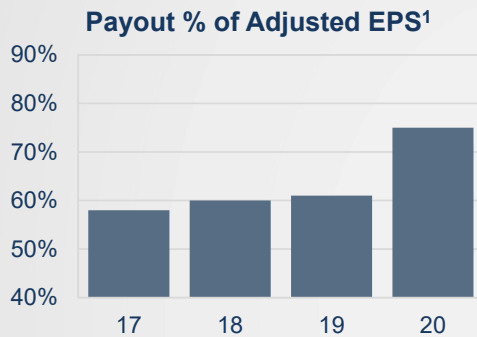
## Returns and TSR



- See appendix for return calculation
- 2021 estimates are based on mid-point of guidance
- TSR assuming dividends continually reinvested

## Dividend

- Dividend payout target is **~50% of earnings** (vs. 50–60% previously); actual payout will likely be higher in the near-term
- 49-year history of consecutive annual dividend increases
- **Dividend yield ~4%**; one of the highest among the S&P 500 *Dividend Aristocrats*



<sup>1</sup> EPS from continuing ops exclude unusual items; see appendix for non-GAAP reconciliations

# 54 Year Financial History

## Income Statement -- Page 1

For the Fiscal Year	Income Statement											EBITDA		Per Share Amounts			Per Share Amounts				
	Net Trade Sales	Gross Profit <sup>5</sup>	SG&A <sup>5</sup> (Income)	Other Expense (Income)	EBIT <sup>2,3,4</sup>	Net Int. Exp.	Interest Income	Inc. Tax <sup>2,3</sup>	Net Earnings <sup>2,3</sup>	Dep. & Amort.	EBITDA	NOT Split Adjusted		Split Adjusted		Stock Splits <sup>6</sup>	Share Count <sup>7</sup> (fully diluted)	EPS <sup>2,3</sup>	Oper Cash Flow	Dividends	Market Price, Dec 31
												Oper Cash Flow	Dividends	Oper Cash Flow	Dividends						
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	0.013	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	0.017	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	0.017	0.0066	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	0.018	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	0.021	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	0.030	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	0.040	0.0072	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	0.035	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	0.034	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	0.055	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	0.068	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	0.092	0.015	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	0.071	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	0.086	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	0.131	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	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	0.153	0.031	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	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	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	0.254	0.050	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	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	2.17	0.64	23.75	18.2	0.271	0.080	0.271	0.080	2.97	
1989	991.6	165.4	76.9	0.1	88.4	12.7	29.8	45.9			28.4	2.58	0.74	30.00	18.5	0.323	0.374	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	2.43	0.84	26.38	18.7	0.293	0.440	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	2.18	0.86	37.88	18.8	0.273	0.580	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	1.63	0.46	34.00	38.6	0.408	0.629	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	2.09	3.55	50.00	41.1	0.523	0.886	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	2.78	4.16	35.00	41.6	0.695	1.040	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	1.59	2.39	24.25	85.0	0.795	1.195	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	1.85	2.59	34.63	91.8	0.925	1.296	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	2.16	2.98	41.88	96.6	1.080	1.492	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	1.24	1.77	22.00	200.7	1.240	1.769	1.240	1.769	22.00	
1999	3,779.0	869.6	340.5	26.6	502.5	39.9	172.1	290.5			149.3	1.45	1.85	21.44	200.9	1.450	1.845	1.450	1.845	21.44	
2000	4,276.3	912.3	391.6	39.9	480.8	62.2	154.5	264.1			173.3	1.32	2.20	18.93	200.4	1.320	2.200	1.320	2.200	18.94	
2001	4,113.8	816.9	415.2	50.5	351.2	53.9	109.7	187.6			196.6	0.94	2.67	23.00	200.4	0.940	2.667	0.940	2.667	23.00	
2002	4,271.8	821.7	394.2	26.9	400.6	42.1	5.0	130.4			164.6	1.17	2.28	22.44	199.8	1.170	2.282	1.170	2.282	22.44	
2003	4,388.2	771.7	409.9	6.5	355.3	46.9	6.7	109.2			167.0	1.05	2.01	21.63	197.0	1.050	2.007	1.050	2.007	21.63	
2004	5,085.5	915.8	460.2	(6.1)	461.7	45.9	6.8	137.2			177.2	1.45	1.74	28.43	196.9	1.450	1.739	1.450	1.739	28.43	
2005	5,299.3	912.8	468.8	47.8	396.2	46.7	6.7	104.9			171.1	1.30	2.32	22.96	193.6	1.298	2.316	1.298	2.316	22.96	
2006	5,505.4	998.4	489.5	26.9	482.0	56.2	9.0	134.5			175.4	1.61	2.56	23.90	186.8	1.608	2.564	1.608	2.564	23.90	

<sup>1</sup> Amounts as originally reported (unless stated otherwise)

<sup>2</sup> EBIT amounts exclude extraordinary items (net of tax)

<sup>3</sup> 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

<sup>4</sup> 1978 - 1984 amounts include equity from majority-owned corporations.

<sup>5</sup> 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.

<sup>6</sup> 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.

<sup>7</sup> 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.

# 54 Year Financial History

## Income Statement -- Page 2

### Continuing Operations (see explanation below)

For the Fiscal Year	Income Statement													Per Share Amounts			Per Share Amounts						
	Net Trade Sales	Gross Profit	SG&A	Other Expense (Income)	EBIT	Int. Exp.	Interest Income	Inc. Tax	Earnings from Continuing Ops.		After-tax Earnings from Disc. Ops.	Net Earnings to Leggett	Less: Non-Controlling Interests	Dep. & Amort.	EBITDA	NOT Split Adjusted			Split Adjusted				
									Ops.	Ops.						EPS Cont. Ops.	Oper Cash Flow	Dividends	Market Price, Dec 31	Share Count (fully diluted)	Stock Splits	EPS 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	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	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	285.4	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	251.3	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	300.3	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)	(11.2)	104.4	140.4	372.7	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	104.4	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	111.8	111.8	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	176.6	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	634.4	343.4	21.3	265.8	38.1	6.7	61.5	172.9	(16.5)	156.4	153.3	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	248.2	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	197.3	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	117.9	449.4	1.55	2.67	1.22	42.61	143.2	1.550	2.667	1.220	42.61
2015	3,917.2	923.2	416.9	19.8	486.5	41.1	4.4	121.8	328.0	1.2	329.2	325.1	115.4	599.7	2.27	2.51	1.26	42.02	142.9	2.267	2.513	1.260	42.02
2016	3,749.9	899.2	396.8	(19.6)	522.0	38.8	3.9	120.0	367.1	19.1	386.2	385.8	115.4	637.4	2.62	3.95	1.34	48.88	140.0	2.619	3.947	1.340	48.88
2017	3,943.8	867.9	403.6	(3.6)	467.9	43.5	7.6	138.4	293.6	(0.9)	292.7	292.6	125.9	593.8	2.14	3.23	1.42	47.73	137.3	2.138	3.232	1.420	47.73
2018	4,269.5	888.7	425.1	26.7	436.9	60.9	8.4	78.3	306.1	-	306.1	305.9	136.1	573.0	2.26	3.26	1.50	35.84	135.2	2.263	3.257	1.500	35.84
2019	4,752.5	1,050.6	469.7	67.5	513.4	90.7	7.4	96.2	333.9	-	333.9	333.8	191.9	705.3	2.47	3.25	1.58	50.83	135.4	2.465	3.252	1.580	50.83
2020	4,280.2	894.5	424.4	69.6	400.5	82.7	3.1	73.2	247.7	-	247.7	247.6	189.4	589.9	1.82	4.92	1.58	50.83	135.9	1.822	4.915	1.600	44.30

### 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	36.9	225.6	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	35.6	205.9	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	50.1	287.3	235.3	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	803.5	389.7	4.1	409.7	45.7	6.6	118.5	252.1	35.2	254.3	249.1	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	64.2	303.8	243.1	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	(70.6)	(11.2)	216.4	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	(18.5)	109.0	145.9	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	8.0	111.8	122.8	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	6.4	182.8	170.2	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	179.2	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	18.7	250.5	202.5	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	13.4	199.7	220.5	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	(124.0)	101.2	255.1	117.9	502.8	1.78	2.67	1.22	42.61	143.2	1.781	2.667	1.220	42.61
2015	3,917.2	931.4	407.5	14.3	509.6	41.1	4.4	130.9	342.0	1.2	329.2	337.9	113.2	622.8	2.36	2.51	1.26	42.02	142.9	2.365	2.513	1.260	42.02
2016	3,749.9	899.2	403.7	3.6	491.9	38.8	3.9	108.1	348.9	19.1	386.2	348.9	115.4	607.3	2.49	3.95	1.34	48.88	140.0	2.489	3.947	1.340	48.88
2017	3,943.8	880.9	401.3	11.9	467.7	43.5	7.6	95.9	335.9	(0.9)	292.7	335.8	125.9	593.6	2.46	3.23	1.42	47.73	137.3	2.460	3.232	1.420	47.73
2018	4,269.5	893.1	405.5	14.8	472.9	57.8	8.4	87.7	335.9	-	335.9	335.7	136.1	609.0	2.48	3.26	1.50	35.84	135.2	2.483	3.257	1.500	35.84
2019	4,752.5	1,050.1	468.8	52.0	529.3	90.7	7.4	98.5	347.5	-	347.5	347.4	191.9	721.2	2.57	4.93	1.58	50.83	135.4	2.566	4.934	1.580	50.83
2020	4,280.2	895.7	416.0	33.2	446.4	82.7	3.1	77.8	289.0	-	289.0	288.9	189.4	635.8	2.13	4.43	1.60	44.30	135.9	2.126	4.434	1.600	44.30

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.

# 54 Year Financial History

## Cash Flow

For the Fiscal Year	Cash From Operations				Investing Activity		Financing Activity			Measures of Cash Flow				
	Net Earnings	Depreciation	Amortization	Working Capital Change	Adds to PP&E	Acquired Firms, net of cash	Debt Added (Repaid)	Stock Issued (Bought)	Dividends Paid	Other	Increase in Cash & Equiv.	Cash from Ops	Free Cash Flow	"Excess" Cash Flow
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
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)	(25.0)	43.2	6.9
1989	45.9	25.7	2.7	(22.2)	3.1	(28.7)	(33.6)	(1.6)	22.4	(5.2)	(12.2)	(4.1)	55.2	26.5
1990	29.4	30.2	4.2	(9.5)	11.5	(42.7)	(43.6)	4.6	36.4	(5.1)	(14.3)	0.4	65.9	23.2
1991	39.4	36.4		11.6	0.1	(33.4)	(9.5)	8.6	(34.4)	0.4	(14.9)	2.0	87.5	54.1
1992	62.5	38.2		(1.0)	(2.5)	(33.2)	(5.8)	6.3	(42.7)	(1.6)	(21.1)	(1.3)	97.2	64.0
1993	85.9	39.1	6.2	4.4	10.1	(54.2)	(78.0)	2.8	0.3	1.5	(21.1)	(4.8)	145.7	91.5
1994	115.4	48.8	8.1	5.3	(4.6)	(88.5)	(78.8)	0.7	19.5	1.1	(25.4)	2.3	173.0	84.5
1995	134.9	58.0	9.1	2.0	(0.8)	(93.9)	(28.7)	(0.6)	(20.7)	(21.5)	(31.9)	4.0	203.2	109.3
1996	140.5	75.8	16.4	(24.3)	29.7	(96.2)	(89.7)	(3.1)	(16.5)	(5.1)	(30.3)	(4.5)	238.1	141.9
1997	208.3	88.3	17.3	(29.9)	4.3	(119.4)	(171.6)	8.2	50.1	0.9	(48.0)	4.0	288.3	168.9
1998	248.0	106.1	21.8	(45.5)	24.5	(147.6)	(117.1)	6.7	52.8	(8.5)	(59.9)	75.8	354.9	207.3
1999	290.5	120.5	28.8	(58.0)	(11.0)	(159.1)	(290.1)	8.2	157.0	(77.5)	(69.1)	(62.9)	370.8	211.7
2000	264.1	139.2	34.1	(7.9)	11.3	(169.7)	(252.3)	(15.2)	145.5	(49.2)	(78.6)	16.7	440.8	271.1
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
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
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
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
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
2006	300.3	156.6	18.8	(64.0)	67.2	(166.3)	(83.2)	18.0	73.0	(139.7)	(121.1)	67.0	478.9	312.6
2007	(11.2)	156.9	26.5	181.7	259.8	(148.8)	(111.3)	102.1	(34.0)	(229.9)	(124.8)	73.5	613.7	464.9
2008	104.4	115.9	24.5	50.4	141.0	(118.3)	(10.3)	391.9	(275.8)	(290.6)	(165.1)	(40.7)	436.2	317.9
2009	115.0	109.6	20.7	185.6	134.4	(83.0)	(2.8)	13.3	(64.2)	(188.0)	(157.2)	95.8	565.3	482.3
2010	182.8	103.0	19.8	(17.5)	74.4	(67.7)	(4.9)	7.5	(45.8)	(106.3)	(154.9)	(16.0)	362.5	294.8
2011	156.4	98.1	18.8	(13.8)	69.4	(75.0)	(6.6)	45.0	65.1	(204.7)	(155.9)	(8.2)	328.9	253.9
2012	250.5	90.4	28.6	57.4	22.8	(71.0)	(211.6)	(11.4)	201.6	5.6	(199.5)	122.8	449.7	378.7
2013	199.7	90.1	32.5	26.4	68.2	(80.6)	(27.9)	33.2	(180.4)	(132.5)	(124.9)	(86.4)	416.9	336.3
2014	101.2	89.9	28.0	53.6	109.2	(94.1)	(70.4)	61.8	87.0	(127.9)	(167.5)	60.1	381.9	287.8
2015	329.2	83.5	29.7	(170.8)	87.5	(103.2)	(11.1)	44.7	(3.3)	(183.2)	(171.6)	(79.6)	359.1	255.9
2016	386.2	86.8	28.6	15.1	35.9	(124.0)	(29.5)	51.5	6.5	(193.1)	(177.4)	28.7	552.6	428.6
2017	292.7	95.3	30.6	(80.2)	105.3	(159.4)	(39.1)	33.5	281.5	(155.0)	(185.6)	244.2	443.7	284.3
2018	306.1	104.3	31.8	(46.0)	44.1	(159.6)	(109.2)	(9.0)	(85.8)	(107.6)	(193.7)	(258.0)	440.3	280.7
2019	333.9	117.5	74.4	80.5	61.7	(143.1)	(1,265.1)	(10.0)	947.0	(7.1)	(204.6)	(20.5)	668.0	524.9
2020	247.7	119.4	70.0	92.5	73.0	(66.2)	-	17.2	(227.8)	(9.1)	(211.5)	101.3	602.6	536.4

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.

<sup>1</sup> As originally reported (unless stated otherwise)

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

# 54 Year Financial History

## Balance Sheet

For the Fiscal Year	Assets				Liabilities					Equity		Net Working Capital <sup>3</sup>	2-Year Average				
	Cash & Equiv	Accts & Notes Recvbl	Invent.	Current Assets	Net PP&E	Total Assets	Accts Payable	Curr. Debt	Oper. Lease Liab.	Other & Def. Taxes	Net Debt <sup>5</sup>		Total Capitalization <sup>2</sup>	Net Assets <sup>4</sup>	Total Assets	Equity	Net Work Capital
1967	0.4	1.5	2.7	4.9	1.9	7.0	0.3	0.1	0.4	0.8	0.8	6.2	5.9	6	4	4	5
1968	0.4	2.4	4.4	7.3	2.9	10.6	1.7	0.2	1.4	3.3	2.0	7.3	7.1	9	5	4	7
1969	0.8	2.4	5.3	8.8	6.0	15.2	1.5	2.2	0.5	4.2	2.4	11.0	12.5	13	7	5	9
1970	0.8	3.7	7.2	12.2	8.2	21.2	1.7	1.6	1.1	4.4	7.2	16.8	17.6	18	9	7	14
1971	0.8	4.3	7.5	13.1	9.0	23.2	1.2	0.2	2.2	3.6	8.7	19.6	19.0	22	10	9	18
1972	1.4	8.0	11.2	21.3	15.8	39.0	2.7	0.8	2.9	6.4	11.1	32.7	32.1	31	16	12	26
1973	1.7	10.3	17.2	30.2	20.9	53.4	4.0	3.6	3.8	11.4	16.6	42.0	43.9	46	23	18	37
1974	3.7	9.5	20.8	35.4	25.3	62.8	2.7	3.7	4.1	10.5	23.9	52.3	52.3	58	26	23	47
1975	1.6	10.8	17.4	31.1	25.0	59.2	4.1	3.4	4.3	11.8	16.3	47.4	49.2	51	28	23	50
1976	2.3	11.3	22.8	37.7	29.3	69.9	4.4	2.3	7.4	14.1	20.1	55.8	55.8	65	32	22	52
1977	1.0	15.2	24.3	42.2	30.9	76.5	5.1	3.5	7.2	15.8	12.5	60.8	63.3	73	37	26	58
1978	0.8	17.4	27.7	47.7	36.5	91.9	7.2	2.6	11.1	20.9	14.3	71.1	72.8	84	43	29	66
1979	2.4	24.1	26.7	56.1	46.7	112.5	9.1	3.3	11.5	23.9	33.5	88.6	89.5	102	50	31	80
1980	1.6	25.0	27.8	56.5	46.9	111.7	11.9	2.8	12.8	27.5	21.9	84.2	85.4	112	56	32	86
1981	1.4	26.6	33.7	63.9	49.2	122.3	11.1	5.7	15.5	32.3	29.3	90.0	94.3	117	58	33	87
1982	2.2	27.2	35.3	66.3	52.2	134.4	11.8	4.5	15.2	31.5	33.7	102.9	105.2	128	61	37	96
1983	18.6	38.3	54.6	113.4	67.8	201.5	17.1	5.8	23.4	46.3	54.2	155.2	142.5	168	80	46	129
1984	21.8	45.5	62.2	131.9	76.8	232.9	16.9	11.4	23.6	51.9	67.1	181.0	170.6	217	102	62	168
1985	9.0	52.8	73.1	138.3	101.0	270.5	21.9	7.4	26.9	56.2	51.4	214.3	212.7	252	130	75	198
1986	35.9	68.2	82.2	189.6	113.4	349.4	23.5	5.1	38.2	66.8	88.3	282.6	251.8	310	168	86	248
1987	29.6	79.6	92.8	208.2	127.9	384.3	34.9	4.8	38.3	78.0	83.6	306.3	281.5	367	196	99	294
1988	7.0	114.8	122.4	250.5	176.2	477.6	52.5	4.1	46.5	103.1	106.8	374.4	371.5	431	227	125	344
1989	2.9	136.5	144.2	292.8	209.3	568.3	53.8	3.5	55.4	112.7	147.5	455.6	456.2	523	264	163	415
1990	3.3	146.2	172.0	342.4	224.8	676.1	56.2	3.1	68.7	128.0	212.8	548.2	548.0	622	292	197	502
1991	5.3	140.8	157.3	321.7	234.2	656.1	39.0	3.2	68.4	110.6	179.4	545.5	543.5	666	318	212	547
1992	4.0	156.8	161.1	340.2	230.7	678.0	42.7	1.0	74.9	118.6	101.5	559.4	556.4	667	379	214	552
1993	0.4	204.7	209.1	435.6	313.1	901.9	74.1	1.4	90.7	166.2	165.8	736.7	736.7	790	470	244	648
1994	2.7	254.3	255.5	544.7	396.0	1,119.9	89.9	3.9	139.1	232.9	204.9	887.0	888.2	1,011	570	292	811
1995	6.7	254.2	276.8	571.9	451.8	1,218.3	90.4	4.0	189.2	226.8	191.9	991.5	988.8	1,169	680	328	939
1996	3.7	335.3	379.6	763.3	582.9	1,712.9	110.3	3.9	178.6	292.8	388.5	1,420.1	1,420.3	1,466	838	407	1,206
1997	7.7	438.6	433.2	944.6	693.2	2,106.3	128.7	4.7	239.1	372.5	466.2	1,730.8	1,730.8	1,910	1,058	520	1,577
1998	83.5	503.1	486.2	1,137.1	820.4	2,535.3	134.8	5.2	261.4	401.4	574.1	2,133.9	2,055.6	2,321	1,305	613	1,934
1999	20.6	559.4	605.8	1,256.2	915.0	2,977.5	146.1	3.8	281.6	431.5	787.4	2,546.0	2,529.2	2,756	1,542	733	2,340
2000	37.3	634.2	671.8	1,405.3	1,018.4	3,373.2	179.4	5.9	291.3	476.6	988.4	2,896.6	2,865.2	3,175	1,720	853	2,721
2001	187.2	562.5	601.3	1,421.9	961.9	3,412.9	162.4	5.8	288.8	457.0	977.6	2,955.9	2,774.5	3,393	1,830	840	2,926
2002	225.0	569.0	625.7	1,488.0	960.7	3,501.1	181.9	127.7	288.4	598.0	808.6	2,903.1	2,805.8	3,457	1,922	788	2,930
2003	443.9	680.7	628.3	1,819.4	967.1	3,889.7	195.2	119.4	311.3	625.9	1,012.2	3,263.8	2,939.3	3,695	2,045	831	3,083
2004	491.3	790.7	705.7	2,064.8	960.7	4,197.2	224.4	401.3	333.9	959.6	779.4	3,237.6	3,147.6	4,043	2,214	942	3,251
2005	64.9	847.6	767.1	1,763.3	971.1	4,052.6	254.2	98.6	385.2	738.0	921.6	3,314.6	3,348.3	4,125	2,281	1,037	3,276
2006	131.9	853.8	826.3	1,894.1	962.8	4,265.3	259.0	52.0	380.2	691.2	1,060.0	3,574.1	3,494.2	4,159	2,300	1,091	3,444

### Continuing Operations

2005 <sup>6,7</sup>	64.9	694.9	602.1	1,429.4	739.6	3,339.0	203.7	98.6	369.7	672.0	921.2	2,667.0	2,700.7	791.1	n/a	n/a	n/a	
2006 <sup>8</sup>	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	2,881.9	2,802.0	857.1	3,419	1,625	824	2,774
2007 <sup>9</sup>	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	2,773.8	2,657.1	692.6	3,498	1,647	775	2,828
2008 <sup>10</sup>	164.7	550.5	495.0	1,275.8	681.4	3,100.7	175.3	22.4	319.1	516.8	851.2	2,583.9	2,441.6	616.7	3,298	1,617	655	2,679
2009 <sup>11</sup>	260.5	469.5	409.1	1,197.2	668.6	3,017.6	199.4	10.1	322.4	531.9	789.3	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	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	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	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	2,278.6	2,187.6	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	2,148.4	2,017.3	306.3	3,124	1,277	333	2,214
2015	253.2	520.2	504.6	1,311.2	540.8	2,967.6	307.2	3.4	390.6	701.2	945.4	2,266.4	2,016.6	360.2	3,054	1,126	333	2,207
2016	281.9	486.6	519.6	1,324.9	565.5	2,984.1	351.1	3.6	351.9	706.6	956.2	2,277.5	1,999.2	340.0	2,976	1,096	350	2,272
2017	526.1	595.1	571.1	1,766.5	663.9	3,550.8	430.3	153.8	392.1	976.2	1,097.9	2,574.6	2,202.3	418.0	3,267	1,142	379	2,426
2018	288.1	571.6	633.9	1,524.6	728.5	3,382.0	465.4	1.2	349.1	815.7	1,167.8	2,566.3	2,299.4	442.0	3,466	1,174	430	2,570
2019	247.6	591.9	636.7	1,538.1	830.8	4,816.4	463.4	51.1	39.3	374.3	928.1	3,888.3	3,731.1	452.8	4,099	1,235	447	3,227
2020	348.9	563.6	645.5	1,612.1	784.8	4,754.0	552.2	50.9	42.4	360.5	1,006.0	3,748.0	3,492.4	350.5	4,785	1,351	402	3,818

<sup>1</sup> As originally reported (unless stated otherwise)

<sup>2</sup> Total capitalization = long-term debt + operating lease liabilities + other liabilities & deferred taxes + shareholders equity

<sup>3</sup> Net working capital = current assets - cash & equivalents - current liabilities - current debt maturities + current operating lease liabilities

<sup>4</sup> Net assets = total capitalization - cash & equivalents + current debt maturities + current operating lease liabilities

<sup>5</sup> Net debt = long-term debt - cash & equivalents + current debt maturities

<sup>6</sup> 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

<sup>7</sup> 2005 has been restated to reflect the reclassification of certain deferred tax assets and liabilities

<sup>8</sup> 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

<sup>9</sup> 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

<sup>10</sup> 2008 excludes "held for sale" amounts as follows: current assets = \$31.0, total assets = \$61.2, current liabilities = \$7.4, equity = \$53.8

<sup>11</sup> 2009 excludes "held for sale" amounts as follows: current assets = \$16.4, total assets = \$43.6, current liabilities = \$3.2, equity = \$40.4





# 54 Year Financial History Ratios

For the Fiscal Year	Liquidity			Measures of Return on Investment						Measures of Solvency						Other	
	Current Ratio	Inventory Turnover	Du Pont Formula	Return on Equity		Return on Capital	P/E Multiple (Dec. 31)	Dividend Yield	Payout Ratio to Common 1 Yr.	Total Liab to Assets	Debt to Total Capital	Net Debt to Capital	Debt to EBITDA	Net Debt to EBITDA	Times Interest Earned		Tax Rate
				Return on Sales	Asset Turnover												
1967	6.4	4.5	6.4%	3.1%	2.1	6.4%	9.9%	276.6%	10.5%	5.7	7.2%	41%	35%	27%	22%	8.3	41.7%
1968	2.2	4.0	6.6%	3.4%	2.0	6.6%	11.0%	41.6%	9.7%	15.6	2.2%	35%	51%	30%	26%	7.3	48.3%
1969	2.1	4.3	5.8%	3.0%	1.9	5.8%	11.0%	(36.7%)	8.7%	22.7	1.7%	38%	45%	35%	31%	4.9	45.5%
1970	2.8	3.8	5.3%	3.2%	1.7	5.3%	10.8%	50.6%	8.7%	13.0	2.8%	37%	57%	48%	45%	3.9	43.0%
1971	3.6	4.0	5.4%	3.2%	1.7	5.4%	12.3%	36.1%	8.7%	15.0	2.1%	31%	56%	45%	43%	4.5	48.7%
1972	3.4	4.8	7.9%	4.2%	1.9	7.9%	15.9%	102.2%	11.3%	32.4	0.7%	23%	47%	36%	33%	7.9	47.5%
1973	2.6	4.4	8.0%	4.5%	1.8	8.0%	16.4%	(56.7%)	12.0%	6.9	2.6%	18%	54%	44%	42%	5.8	46.8%
1974	3.4	3.8	5.6%	3.5%	1.6	5.6%	12.7%	(41.4%)	9.9%	4.2	5.5%	23%	57%	49%	46%	3.4	50.3%
1975	2.6	4.0	5.3%	3.3%	1.6	5.3%	11.4%	45.9%	8.5%	6.2	4.2%	26%	50%	39%	37%	4.4	51.7%
1976	2.7	4.5	8.2%	4.5%	1.8	8.2%	16.7%	71.4%	11.8%	6.4	2.8%	18%	51%	38%	36%	8.5	51.2%
1977	2.7	5.3	8.9%	4.1%	2.1	8.9%	17.7%	37.8%	13.7%	6.9	2.6%	18%	48%	25%	24%	7.9	49.2%
1978	2.3	5.4	10.5%	4.9%	2.1	10.5%	20.5%	22.3%	17.5%	6.1	2.6%	16%	49%	23%	22%	7.3	45.0%
1979	2.3	6.4	6.7%	3.2%	2.1	6.7%	13.9%	(14.6%)	12.1%	6.5	4.0%	26%	54%	40%	38%	4.1	42.3%
1980	2.1	6.8	7.5%	3.7%	2.0	7.5%	15.1%	15.5%	12.3%	5.9	4.2%	25%	47%	28%	27%	5.2	42.6%
1981	2.0	6.8	10.2%	4.6%	2.2	10.2%	20.6%	85.3%	15.8%	7.0	2.7%	19%	53%	37%	36%	8.0	42.0%
1982	2.1	6.4	7.1%	3.3%	2.1	7.1%	15.0%	19.4%	11.7%	10.1	2.7%	27%	52%	36%	34%	5.4	40.5%
1983	2.5	6.3	9.3%	4.4%	2.1	9.3%	19.4%	59.0%	15.4%	10.9	1.9%	20%	52%	37%	29%	6.7	41.2%
1984	2.5	5.8	9.6%	4.9%	2.0	9.6%	20.4%	(3.8%)	16.1%	8.8	2.3%	21%	54%	41%	33%	7.0	36.5%
1985	2.5	5.6	9.5%	5.0%	1.9	9.5%	18.4%	79.1%	15.1%	13.6	1.0%	20%	43%	27%	23%	7.5	41.6%
1986	2.8	5.9	11.2%	5.9%	1.9	11.2%	20.6%	18.1%	17.3%	12.7	1.6%	20%	48%	32%	23%	10.1	40.5%
1987	2.7	5.8	10.2%	5.8%	1.8	10.2%	19.1%	(12.4%)	16.2%	9.9	2.5%	25%	45%	28%	21%	10.9	41.5%
1988	2.4	6.0	8.8%	4.7%	1.9	8.8%	16.6%	10.9%	13.7%	10.9	2.7%	29%	49%	29%	28%	9.1	37.1%
1989	2.6	5.9	8.8%	4.6%	1.9	8.8%	17.4%	29.4%	13.8%	11.6	2.5%	29%	50%	33%	32%	6.9	39.4%
1990	2.7	5.7	7.0%	4.0%	1.7	7.0%	15.0%	(9.2%)	11.2%	11.3	3.2%	36%	55%	39%	39%	1.8	38.3%
1991	2.9	5.2	5.9%	3.6%	1.6	5.9%	12.4%	46.6%	9.2%	17.4	2.3%	39%	49%	33%	33%	6.2	38.3%
1992	2.9	5.7	9.4%	5.3%	1.8	9.4%	16.5%	82.1%	12.8%	20.9	1.4%	28%	37%	18%	18%	0.7	37.4%
1993	2.6	6.4	10.9%	5.6%	1.9	10.9%	18.3%	48.6%	15.3%	23.9	1.1%	26%	43%	23%	23%	0.9	39.1%
1994	2.3	6.2	11.4%	6.2%	1.8	11.4%	18.2%	(28.8%)	16.0%	12.6	1.8%	22%	44%	23%	23%	0.8	39.1%
1995	2.5	5.9	11.5%	6.6%	1.8	11.5%	19.8%	40.8%	16.2%	15.3	1.6%	24%	40%	20%	19%	0.7	38.9%
1996	2.6	5.6	11.6%	6.9%	1.7	11.6%	20.2%	44.6%	16.7%	18.7	1.3%	25%	45%	28%	27%	1.0	38.7%
1997	2.5	5.3	10.9%	7.2%	1.5	10.9%	19.7%	22.5%	15.4%	19.4	1.3%	25%	44%	27%	27%	1.0	37.5%
1998	2.8	5.4	10.7%	7.4%	1.5	10.7%	19.0%	6.6%	15.1%	17.7	1.4%	25%	43%	27%	24%	1.0	37.3%
1999	2.9	5.1	10.5%	7.7%	1.4	10.5%	18.8%	(0.9%)	14.5%	14.8	1.7%	25%	45%	31%	30%	1.2	37.2%
2000	2.9	5.0	8.3%	6.2%	1.3	8.3%	18.5%	(9.7%)	11.7%	14.3	2.2%	32%	47%	34%	33%	1.5	36.9%
2001	3.1	5.2	5.5%	4.6%	1.2	5.5%	10.3%	24.0%	8.2%	24.5	2.1%	51%	45%	33%	29%	1.8	36.9%
2002	2.5	5.6	6.7%	5.5%	1.2	6.7%	12.1%	(0.3%)	9.6%	19.2	2.2%	43%	44%	31%	25%	1.7	35.9%
2003	2.9	5.8	5.6%	4.7%	1.2	5.6%	10.1%	(1.2%)	8.5%	20.6	2.5%	51%	46%	33%	23%	2.2	34.7%
2004	2.2	6.3	7.1%	5.6%	1.3	7.1%	12.9%	34.1%	10.7%	19.6	2.0%	40%	45%	32%	22%	1.8	32.5%
2005	2.4	6.0	6.1%	4.7%	1.3	6.1%	11.0%	(17.0%)	9.0%	17.7	2.7%	49%	45%	30%	29%	1.8	29.4%
2006	2.7	5.7	7.2%	5.5%	1.3	7.2%	13.1%	7.0%	10.2%	14.9	2.8%	42%	45%	31%	28%	1.7	30.9%

## Adjusted Continuing Operations (see explanation below)

2005	2.1	n/a	5.9%	n/a	n/a	n/a	n/a	(17.0%)	10.0%	17.8	2.7%	49%	52%	30%	29%	1.9	32.0%
2006	2.5	5.5	7.1%	5.7%	1.2	7.1%	15.0%	7.0%	10.8%	18.4	2.8%	51%	53%	31%	28%	2.0	32.5%
2007	2.1	5.6	6.2%	5.1%	1.2	6.2%	13.1%	(23.8%)	9.9%	14.5	4.5%	65%	53%	31%	28%	2.1	30.5%
2008	2.5	6.2	4.4%	3.6%	1.2	4.4%	9.0%	(7.2%)	7.3%	17.5	6.6%	115%	48%	32%	28%	2.1	34.7%
2009	2.3	4.7	4.0%	4.6%	0.9	4.0%	7.8%	41.0%	6.7%	26.6	5.0%	133%	49%	31%	24%	2.3	35.4%
2010	2.3	5.6	5.7%	5.7%	1.0	5.7%	11.1%	16.8%	9.7%	20.5	4.7%	95%	49%	31%	23%	2.0	28.3%
2011	2.1	6.1	6.1%	5.4%	1.1	6.1%	12.7%	6.1%	10.4%	18.9	4.8%	90%	55%	36%	29%	2.2	26.8%
2012	1.8	5.8	6.6%	5.9%	1.1	6.6%	14.7%	23.1%	11.4%	19.6	4.2%	82%	56%	39%	29%	2.4	28.8%
2013	1.5	5.6	6.3%	6.3%	1.1	6.9%	15.5%	18.0%	12.1%	20.7	3.8%	79%	55%	35%	27%	2.0	24.6%
2014	1.4	6.1	8.2%	6.7%	1.2	8.2%	20.0%	41.7%	15.1%	23.9	2.9%	68%	63%	41%	32%	1.9	26.0%
2015	1.9	6.1	11.1%	8.6%	1.3	11.1%	30.0%	1.6%	20.6%	17.8	3.0%	53%	63%	42%	34%	1.5	27.7%
2016	1.9	5.6	9.3%	9.3%	1.3	11.7%	31.8%	19.5%	21.1%	19.6	2.7%	54%	63%	42%	34%	1.6	23.7%
2017	1.8	5.6	8.5%	8.5%	1.2	10.3%	29.4%	0.6%	19.7%	19.4	3.0%	58%	66%	46%	33%	2.1	22.2%
2018	1.9	5.6	7.9%	7.9%	1.2	9.7%	28.6%	(21.8%)	18.9%	14.4	4.2%	60%	66%	46%	33%	1.9	20.7%
2019	1.7	5.8	7.3%	7.3%	1.2	8.5%	28.1%	46.2%	15.3%	19.8	3.1%	62%	73%	49%	2.9	22.1%	
2020	1.6	5.3	6.8%	6.8%	0.9	6.0%	21.4%	(9.7%)	10.9%	20.8	3.6%	75%	71%	49%	3.0	21.2%	

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.

**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





## Quarterly Financial Data

	1Q11	2Q11	3Q11	4Q11	2011	1Q12	2Q12	3Q12	4Q12	2012	1Q13	2Q13	3Q13	4Q13	2013	1Q14	2Q14	3Q14	4Q14	2014	
<b>Income</b>																					
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	711	2971	708	692	684	636	2719	681	694	698	694	2767	699	755	788	750	2992	
<b>Gross Profit</b>	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%	20.9%	
SGA	96	98	94	94	382	90	84	87	88	348	99	92	85	91	368	92	94	131	132	450	
<b>Oper Income</b>	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	(5)	(0)	0	31	27	0	(1)	(1)	(1)	(2)	(4)	(3)	(11)	60	42	(6)	(0)	(3)	(2)	(10)	
<b>EBIT</b>	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	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	5	206	64	78	78	68	288	68	82	91	(4)	238	77	93	67	59	296	
Taxes	20	17	18	(5)	50	20	20	27	(11)	56	19	23	24	(14)	51	21	24	13	13	70	
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	0	0	0	0	0	1	7	16	(5)	19	(0)	12	6	(4)	13	(2)	(93)	(4)	(25)	(124)	
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	1	1	0	1	3	1	1	1	1	2	0	1	1	1	2	1	1	1	1	3	
<b>Net Earnings Attributable to Leggett</b>	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	
<b>EBITDA</b>	104	109	100	42	355	100	113	117	106	436	107	119	127	38	391	115	132	104	98	449	
<b>Earnings (Loss) Per Share</b>																					
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	
<b>Cash Flow Info</b>																					
<b>Cash from Operations</b>	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	
<b>Balance Sheet</b>																					
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	
<b>Current Assets</b>	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	
<b>Total Assets</b>	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	
<b>Current Liabilities</b>	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	
<b>Capitalization</b>	2481	2517	2418	2329	2329	2587	2359	2450	2524	2524	2635	2648	2666	2279	2279	2388	2379	2040	2148	2148	
<b>Total Liab. &amp; Equity</b>	3067	3095	3022	2915	2915	3213	3240	3246	3255	3255	3428	3279	3305	3108	3108	3222	3243	3185	3141	3141	

<sup>2</sup> Quarterly Income Statements for 2012 through 2014 reflect Store Fixtures as discontinued operations.

## Quarterly Financial Data

	1Q15	2Q15	3Q15	4Q15	2015	1Q16	2Q16	3Q16	4Q16	2016	1Q17	2Q17	3Q17	4Q17	2017	1Q18	2Q18	3Q18	4Q18	2018	
<b>Income</b>																					
Net Trade Sales	966	997	1009	945	3917	938	959	949	904	3750	960	989	1010	985	3944	1029	1102	1092	1047	4270	
COGS	748	767	768	711	2994	705	725	722	700	2851	734	759	794	789	3076	811	872	864	834	3381	
<b>Gross Profit</b>	218	231	241	234	923	234	234	227	204	899	226	230	216	196	868	217	231	227	213	889	
%	22.5%	23.1%	23.9%	24.7%	23.6%	24.9%	24.4%	24.0%	22.6%	24.0%	23.5%	23.3%	21.4%	19.9%	22.0%	21.1%	20.9%	20.8%	20.4%	20.8%	
SGA	98	107	97	116	417	105	100	94	98	397	106	105	96	97	404	105	108	101	112	425	
<b>Oper Income</b>	120	124	144	118	506	129	134	134	106	502	120	125	120	100	464	113	123	126	101	464	
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)	(1)	(4)	(17)	(2)	(17)	(40)	(1)	(2)	5	(26)	(24)	0	(3)	(3)	12	6	
<b>EBIT</b>	112	119	142	114	487	127	147	130	118	522	116	122	109	121	468	107	121	124	84	437	
%	11.6%	12.0%	14.0%	12.1%	12.4%	13.5%	15.3%	13.7%	13.1%	13.9%	12.1%	12.4%	10.8%	12.2%	11.9%	10.4%	11.0%	11.4%	8.0%	10.2%	
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	102	109	132	107	450	119	137	121	110	487	107	113	101	111	432	95	107	113	68	384	
Taxes	29	32	36	25	122	28	38	28	27	120	21	26	17	74	138	18	22	23	15	78	
Net Earnings - Continuing	73	77	96	82	328	91	100	94	83	367	86	88	84	36	294	78	85	90	53	306	
Discontinued Operations, net of tax	(1)	2	(0)	0	1	0	0	0	(1)	19	0	0	(1)	0	(1)	0	0	0	0	0	
Net Earnings	73	78	96	82	329	91	120	94	82	386	86	88	83	36	293	78	85	90	53	306	
Less: Non-controlling Interest	1	1	1	1	4	2	(1)	(0)	(0)	(0)	0	0	0	0	0	0	(0)	0	0	0	
<b>Net Earnings Attributable to Leggett</b>	72	78	95	81	325	89	121	94	82	386	86	88	83	36	293	78	85	90	53	306	
%	7.4%	7.8%	9.4%	8.5%	8.3%	9.5%	12.6%	9.9%	9.1%	10.3%	9.0%	8.9%	8.2%	3.7%	7.4%	7.6%	7.7%	8.2%	5.1%	7.2%	
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	
<b>EBITDA</b>	141	146	170	142	600	155	175	159	147	637	146	154	141	152	594	141	155	158	119	573	
<b>Earnings (Loss) Per Share</b>																					
From Continuing Operations	\$0.50	\$0.53	\$0.67	\$0.57	\$2.27	\$0.63	\$0.72	\$0.67	\$0.60	\$2.62	\$0.62	\$0.64	\$0.61	\$0.27	\$2.14	\$0.57	\$0.63	\$0.67	\$0.39	\$2.26	
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	\$0.50	\$0.54	\$0.67	\$0.57	\$2.28	\$0.63	\$0.87	\$0.67	\$0.59	\$2.76	\$0.62	\$0.64	\$0.60	\$0.27	\$2.13	\$0.57	\$0.63	\$0.67	\$0.39	\$2.26	
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	
<b>Cash Flow Info</b>																					
<b>Cash from Operations</b>	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	
<b>Balance Sheet</b>																					
Cash & Equivalents	262	275	251	253	253	250	285	317	282	282	269	335	343	526	526	495	446	364	268	268	
Receivables	532	550	530	520	520	531	535	544	487	487	555	578	586	595	595	658	650	626	572	572	
Inventory	506	511	505	505	505	522	523	519	520	520	556	580	558	571	571	611	634	634	634	634	
Other Current	109	101	94	33	33	38	37	34	37	37	33	47	63	74	74	51	52	44	51	51	
<b>Current Assets</b>	1409	1436	1380	1311	1311	1342	1380	1413	1325	1325	1413	1540	1550	1767	1767	1814	1782	1667	1525	1525	
Net Fixed Assets	533	539	544	541	541	555	553	554	566	566	589	616	644	664	664	710	709	723	729	729	
Goodwill & Other	1161	1169	1143	1116	1116	1128	1099	1103	1094	1094	1118	1125	1130	1120	1120	1168	1152	1159	1129	1129	
<b>Total Assets</b>	3103	3144	3066	2968	2968	3024	3032	3070	2984	2984	3120	3282	3324	3551	3551	3692	3644	3549	3382	3382	
Accounts Payable	358	359	344	307	307	332	340	335	351	351	388	388	382	430	430	433	451	429	465	465	
Current Portion LTD	202	202	3	3	3	4	4	1	4	4	3	3	153	154	154	154	154	4	1	1	
Current Operating Lease Liabilities																					
Other Current	393	404	404	391	391	344	356	351	352	352	325	350	356	392	392	391	333	353	349	349	
<b>Current Liabilities</b>	953	964	751	701	701	680	699	687	707	707	717	742	892	976	976	978	937	785	816	816	
LTD	798	832	989	945	945	1032	1044	1055	956	956	1120	1184	1044	1098	1098	1239	1298	1353	1168	1168	
Operating Lease Liabilities																					
Def Tax & Other	236	238	226	223	223	221	223	224	227	227	218	223	215	286	286	279	281	245	241	241	
Shareholders' Equity	1116	1110	1100	1098	1098	1091	1066	1104	1094	1094	1065	1134	1173	1191	1191	1196	1129	1166	1158	1158	
<b>Capitalization</b>	2150	2180	2315	2266	2266	2344	2333	2383	2278	2278	2403	2540	2432	2575	2575	2714	2707	2764	2566	2566	
<b>Total Liab. &amp; Equity</b>	3103	3144	3066	2968	2968	3024	3032	3070	2984	2984	3120	3282	3324	3551	3551	3692	3644	3549	3382	3382	

## Quarterly Financial Data

	1Q19	2Q19	3Q19	4Q19	2019	1Q20	2Q20	3Q20	4Q20	2020
<b>Income</b>										
Net Trade Sales	1155	1213	1239	1145	4753	1045	845	1208	1182	4280
COGS	922	944	964	873	3702	823	699	941	923	3386
<b>Gross Profit</b>	233	270	276	272	1051	223	146	267	259	895
%	20.2%	22.2%	22.2%	23.8%	22.1%	21.3%	17.3%	22.1%	21.9%	20.9%
SGA	119	118	115	118	470	118	97	106	104	424
<b>Oper Income</b>	114	151	160	155	581	105	49	161	155	470
Amortization	14	17	16	16	63	16	16	16	16	65
Other	2	(2)	(0)	4	4	8	10	(2)	(11)	4
<b>EBIT</b>	98	136	144	135	513	81	23	147	150	401
%	8.5%	11.2%	11.6%	11.8%	10.8%	7.7%	2.7%	12.2%	12.7%	9.4%
Interest Expense	21	25	23	22	91	21	21	21	20	83
Interest Income	1	3	2	2	7	1	1	1	1	3
Earnings Before Taxes	78	114	123	115	430	61	2	127	131	321
Taxes	17	28	23	28	96	15	9	22	28	73
Net Earnings - Continuing	61	86	100	87	334	46	(6)	105	103	248
Discontinued Operations, net of tax	0	0	0	0	0	0	0	0	0	0
Net Earnings	61	86	100	87	334	46	(6)	105	103	248
Less: Non-controlling Interest	(0)	0	0	0	0	0	0	0	0	0
<b>Net Earnings Attributable to Leggett</b>	<b>61</b>	<b>86</b>	<b>100</b>	<b>87</b>	<b>334</b>	<b>46</b>	<b>(6)</b>	<b>105</b>	<b>103</b>	<b>248</b>
%	5.3%	7.1%	8.0%	7.6%	7.0%	4.4%	(0.7%)	8.7%	8.7%	5.8%
Depreciation	29	29	30	30	118	30	29	30	31	119
Amortization	17	21	19	18	74	17	17	17	18	70
<b>EBITDA</b>	<b>145</b>	<b>186</b>	<b>193</b>	<b>182</b>	<b>705</b>	<b>128</b>	<b>69</b>	<b>194</b>	<b>198</b>	<b>590</b>
<b>Earnings (Loss) Per Share</b>										
From Continuing Operations	\$0.45	\$0.64	\$0.74	\$0.64	\$2.47	\$0.34	(\$0.05)	\$0.77	\$0.76	\$1.82
From Discontinued Operations	\$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	\$0.45	\$0.64	\$0.74	\$0.64	\$2.47	\$0.34	(\$0.05)	\$0.77	\$0.76	\$1.82
Diluted Shares	135	135	135	136	135	136	136	136	136	136
Dividends	\$0.38	\$0.40	\$0.40	\$0.40	\$1.58	\$0.40	\$0.40	\$0.40	\$0.40	\$1.60
<b>Cash Flow Info</b>										
<b>Cash from Operations</b>	<b>31</b>	<b>172</b>	<b>213</b>	<b>251</b>	<b>668</b>	<b>10</b>	<b>112</b>	<b>261</b>	<b>219</b>	<b>603</b>
Adds to PPE	32	39	33	40	143	24	19	9	14	66
Acquisitions (net of cash)	1244	0	0	21	1265	0	0	0	0	0
Dividends paid	50	50	53	53	205	53	53	53	53	212
<b>Balance Sheet</b>										
Cash & Equivalents	263	290	242	248	248	506	209	245	349	349
Receivables	665	700	677	592	592	568	577	642	564	564
Inventory	677	657	636	637	637	656	574	585	646	646
Other Current	54	56	50	62	62	53	50	46	54	54
<b>Current Assets</b>	<b>1659</b>	<b>1703</b>	<b>1605</b>	<b>1538</b>	<b>1538</b>	<b>1782</b>	<b>1410</b>	<b>1518</b>	<b>1612</b>	<b>1612</b>
Net Fixed Assets	810	818	817	831	831	810	797	786	785	785
Goodwill & Other	2485	2481	2436	2448	2448	2391	2374	2360	2357	2357
<b>Total Assets</b>	<b>4954</b>	<b>5002</b>	<b>4858</b>	<b>4816</b>	<b>4816</b>	<b>4982</b>	<b>4582</b>	<b>4664</b>	<b>4754</b>	<b>4754</b>
Accounts Payable	431	453	467	463	463	429	361	494	552	552
Current Portion LTD	51	51	51	51	51	51	51	51	51	51
Current Operating Lease Liabilities	38	39	38	39	39	40	42	42	42	42
Other Current	346	358	364	374	374	335	321	360	361	361
<b>Current Liabilities</b>	<b>867</b>	<b>900</b>	<b>921</b>	<b>928</b>	<b>928</b>	<b>855</b>	<b>776</b>	<b>947</b>	<b>1006</b>	<b>1006</b>
LTD	2410	2364	2197	2067	2067	2415	2083	1909	1849	1849
Operating Lease Liabilities	119	131	119	122	122	118	129	125	122	122
Def Tax & Other	363	368	365	388	388	356	380	382	386	386
Shareholders' Equity	1195	1239	1256	1312	1312	1239	1215	1300	1390	1390
<b>Capitalization</b>	<b>4087</b>	<b>4102</b>	<b>3937</b>	<b>3888</b>	<b>3888</b>	<b>4127</b>	<b>3807</b>	<b>3716</b>	<b>3748</b>	<b>3748</b>
<b>Total Liab. &amp; Equity</b>	<b>4954</b>	<b>5002</b>	<b>4858</b>	<b>4816</b>	<b>4816</b>	<b>4982</b>	<b>4582</b>	<b>4664</b>	<b>4754</b>	<b>4754</b>

## Adjusted Continuing Ops <sup>1</sup>

	1Q07	2Q07	3Q07	4Q07	2007	1Q08	2Q08	3Q08	4Q08	2008	1Q09	2Q09	3Q09	4Q09	2009	1Q10	2Q10	3Q10	4Q10	2010
<b>Income</b>																				
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
<b>Gross Profit</b>	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
<b>Oper Income</b>	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)
<b>EBIT</b>	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
<b>Net Earnings Attributable to Leggett</b>	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
<b>EBITDA</b>	129	129	145	109	512	104	121	135	51	411	58	85	128	110	380	109	114	106	82	411
<b>Earnings (Loss) Per Share</b>																				
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
<b>Cash Flow Info</b>																				
<b>Cash from Operations</b>	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
<b>Balance Sheet</b>																				
Cash & Equivalents	205	205	211	165	165	188	203	211	165	165	160	222	222	261	261	247	244	277	245	245
Receivables	630	630	721	551	551	666	684	721	551	551	493	493	549	470	470	524	537	547	479	479
Inventory	591	591	645	495	495	599	669	645	495	495	453	411	397	409	409	439	452	449	435	435
Other Current	105	105	74	66	66	96	101	74	66	66	70	69	65	58	58	53	56	36	60	60
<b>Current Assets</b>	1531	1531	1652	1276	1276	1550	1657	1652	1276	1276	1176	1195	1232	1197	1197	1263	1288	1308	1219	1219
Net Fixed Assets	727	727	722	681	681	736	740	722	681	681	671	686	664	669	669	641	625	621	624	624
Goodwill & Other	1237	1237	1250	1144	1144	1239	1257	1250	1144	1144	1118	1131	1138	1152	1152	1143	1120	1125	1158	1158
<b>Total Assets</b>	3496	3496	3624	3101	3101	3526	3653	3624	3101	3101	2965	3012	3035	3018	3018	3047	3033	3055	3001	3001
Accounts Payable	225	225	271	175	175	242	279	271	175	175	160	186	209	199	199	241	257	232	226	226
Current Portion LTD	89	89	17	22	22	74	11	17	22	22	17	17	2	10	10	10	10	10	2	2
Current Operating Lease Liabilities	408	408	382	319	319	383	389	382	319	319	306	293	324	322	322	313	300	308	294	294
Other Current	722	722	670	517	517	699	679	670	517	517	483	497	535	532	532	563	567	550	523	523
<b>Current Liabilities</b>	1001	1001	998	851	851	1096	1228	998	851	851	793	773	772	789	789	822	855	834	762	762
LTD	139	139	147	134	134	147	164	147	134	134	117	129	155	161	161	162	165	180	191	191
Operating Lease Liabilities	1635	1635	1808	1599	1599	1584	1582	1808	1599	1599	1572	1614	1572	1535	1535	1499	1447	1491	1524	1524
Def Tax & Other	2774	2774	2954	2584	2584	2827	2974	2954	2584	2584	2482	2515	2500	2486	2486	2484	2467	2505	2478	2478
Shareholders' Equity	3496	3496	3624	3101	3101	3526	3653	3624	3101	3101	2965	3012	3035	3018	3018	3047	3033	3055	3001	3001
<b>Total Liab. &amp; Equity</b>																				

<sup>1</sup> Adjusted continuing operations exclude unusual items to better reflect operating performance in each year.  
See Appendix - Non-GAAP Adjustments.



## Adjusted Continuing Ops <sup>1</sup>

	1Q11	2Q11	3Q11	4Q11	2011	1Q12	2Q12	3Q12	4Q12	2012	1Q13	2Q13	3Q13	4Q13	2013	1Q14	2Q14	3Q14	4Q14	2014	
<b>Income</b>																					
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	
<b>Gross Profit</b>	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	
<b>Oper Income</b>	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)	
<b>EBIT</b>	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	
<b>Net Earnings Attributable to Leggett</b>	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	
<b>EBITDA</b>	104	109	100	78	391	100	113	117	106	436	107	119	118	104	449	115	132	136	120	503	
<b>Earnings (Loss) Per Share</b>																					
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	
<b>Cash Flow Info</b>																					
<b>Cash from Operations</b>	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	
<b>Balance Sheet</b>																					
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	
<b>Current Assets</b>	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	
<b>Total Assets</b>	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	
<b>Current Liabilities</b>	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	
<b>Capitalization</b>	2481	2517	2418	2329	2329	2587	2359	2450	2524	2524	2635	2648	2666	2279	2279	2388	2379	2040	2148	2148	
<b>Total Liab. &amp; Equity</b>	3067	3095	3022	2915	2915	3213	3240	3246	3255	3255	3428	3279	3305	3108	3108	3222	3243	3185	3141	3141	

<sup>2</sup> Quarterly Income Statements for 2012 through 2014 reflect Store Fixtures as discontinued operations.



## Adjusted Continuing Ops <sup>1</sup>

	1Q19	2Q19	3Q19	4Q19	2019	1Q20	2Q20	3Q20	4Q20	2020
<b>Income</b>										
Net Trade Sales	1155	1213	1239	1145	4753	1045	845	1208	1182	4280
COGS	920	946	965	872	3702	823	698	940	923	3385
<b>Gross Profit</b>	235	268	275	273	1050	223	147	268	259	896
%	20.4%	22.1%	22.2%	23.8%	22.1%	21.3%	17.4%	22.2%	21.9%	20.9%
SGA	118	118	115	118	469	109	97	106	104	416
<b>Oper Income</b>	118	149	159	155	581	113	50	162	155	480
Amortization	14	17	16	16	63	16	16	16	16	65
Other	(2)	(4)	(5)	(1)	(11)	4	(18)	(7)	(11)	(32)
<b>EBIT</b>	105	136	148	140	529	93	51	153	150	446
%	9.1%	11.2%	11.9%	12.2%	11.1%	8.9%	6.0%	12.7%	12.7%	10.4%
Interest Expense	21	25	23	22	91	21	21	21	20	83
Interest Income	1	3	2	2	7	1	1	1	1	3
Earnings Before Taxes	85	114	127	120	446	73	31	133	131	367
Taxes	19	28	24	28	99	18	9	23	28	78
Net Earnings-Continuing	67	86	103	91.8	347	55	22	109	103	289
Less: Non-controlling Interest	(0)	0	0	0	0	0	0	0	0	0
<b>Net Earnings Attributable to Leggett</b>	67	86	103	92	347	55	22	109	103	289
	5.8%	7.1%	8.3%	8.0%	7.3%	5.2%	2.6%	9.0%	8.7%	6.7%
Depreciation	29	29	30	30	118	30	29	30	31	119
Amortization	17	21	19	18	74	17	17	17	18	70
<b>EBITDA</b>	152	186	196	187	721	140	98	200	198	636
<b>Earnings (Loss) Per Share</b>										
From Continuing Operations	\$0.49	\$0.64	\$0.76	\$0.68	\$2.57	\$0.41	\$0.16	\$0.80	\$0.76	\$2.13
Diluted Shares	135	135	135	136	135	136	136	136	136	136
Dividends	\$0.38	\$0.40	\$0.40	\$0.40	\$1.58	\$0.40	\$0.40	\$0.40	\$0.40	\$1.60
<b>Cash Flow Info</b>										
<b>Cash from Operations</b>	31	172	213	251	668	10	112	261	219	603
Adds to PPE	32	39	33	40	143	24	19	9	14	66
Acquisitions (net of cash)	1244	0	0	21	1265	0	0	0	0	0
Dividends paid	50	50	53	53	205	53	53	53	53	212
<b>Balance Sheet</b>										
Cash & Equivalents	263	290	242	248	248	506	209	245	349	349
Receivables	665	700	677	592	592	568	577	642	564	564
Inventory	677	657	636	637	637	656	574	585	646	646
Other Current	54	56	50	62	62	53	50	46	54	54
<b>Current Assets</b>	1659	1703	1605	1538	1538	1782	1410	1518	1612	1612
Net Fixed Assets	810	818	817	831	831	810	797	786	785	785
Goodwill & Other	2485	2481	2436	2448	2448	2391	2374	2360	2357	2357
<b>Total Assets</b>	4954	5002	4858	4816	4816	4982	4582	4664	4754	4754
Accounts Payable	431	453	467	463	463	429	361	494	552	552
Current Portion LTD	51	51	51	51	51	51	51	51	51	51
Current Operating Lease Liabilities	38	39	38	39	39	40	42	42	42	42
Other Current	346	358	364	374	374	335	321	360	361	361
<b>Current Liabilities</b>	867	900	921	928	928	855	776	947	1006	1006
LTD	2410	2364	2197	2067	2067	2415	2083	1909	1849	1849
Operating Lease Liabilities	119	131	119	122	122	118	129	125	122	122
Def Tax & Other	363	368	365	388	388	356	380	382	386	386
Shareholders' Equity	1195	1239	1256	1312	1312	1239	1215	1300	1390	1390
<b>Capitalization</b>	4087	4102	3937	3888	3888	4127	3807	3716	3748	3748
<b>Total Liab. &amp; Equity</b>	4954	5002	4858	4816	4816	4982	4582	4664	4754	4754

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