

Financials

Recent Financials

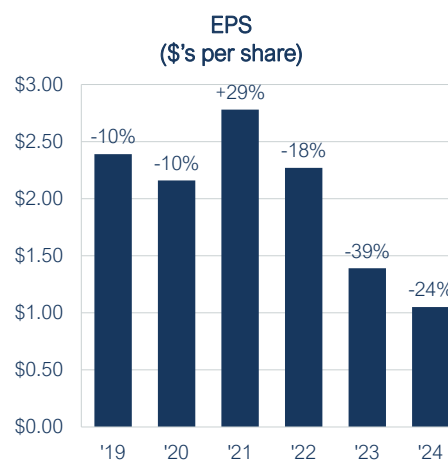
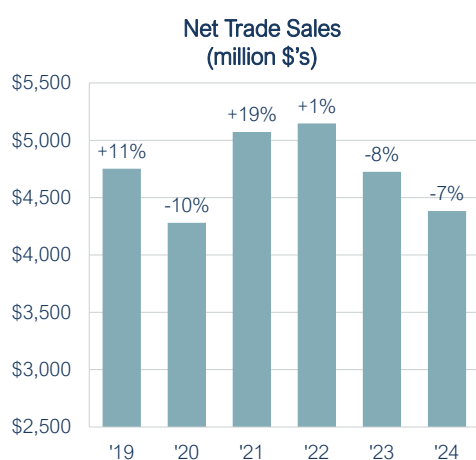
Leggett & Platt

(\$ millions, except EPS)	2019	2020	2021	2022	2023	2024
Net trade sales	\$4,753	\$4,280	\$5,073	\$5,147	\$4,725	\$4,384
EBIT	498	453	568	485	334	267
EBIT margin	10.5%	10.6%	11.2%	9.4%	7.1%	6.1%
Earnings	324	294	381	310	189	144
EPS	2.39	2.16	2.78	2.27	1.39	1.05
EBITDA	690	642	755	665	513	403
EBITDA margin	14.5%	15.0%	14.9%	12.9%	10.9%	9.2%
Cash from ops	668	603	271	441	497	306

- Amounts are from continuing operations and exclude non-recurring items. See Appendix – Non-GAAP Adjustments.
- 2019–2020 financial data has been adjusted to apply the effects of the change from LIFO to FIFO

Sales and EPS

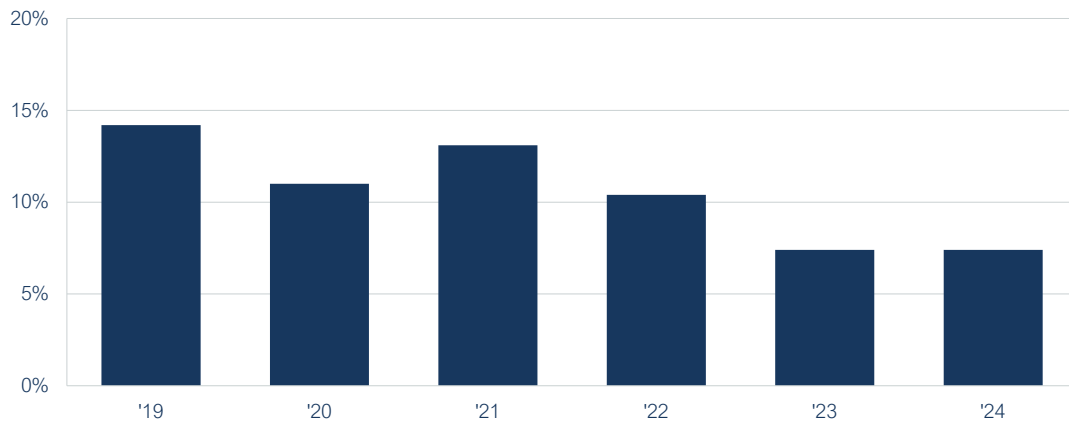
Leggett & Platt



- Amounts are from continuing operations and exclude unusual items. See Appendix – Non-GAAP Adjustments.
- 2019–2020 financial data has been adjusted to apply the effects of the change from LIFO to FIFO

Return on Invested Capital

Leggett & Platt



- Amounts are from continuing operations and exclude unusual items. See Appendix – Non-GAAP Adjustments.
- 2019–2020 financial data has been adjusted to apply the effects of the change from LIFO to FIFO



58 Year Financial History

Income Statement¹ -- Page 1

For the Fiscal Year	Income Statement								EBITDA		Per Share Amounts			Shares		Per Share Amounts				
	Net Trade Sales	Gross Profit ²	SG&A ²	Other Expense (Income)	EBIT ^{3,4,5}	Net Int. Exp.	Interest Income	Inc. Tax ^{3,4}	Net Earnings ^{3,4}	Dep. & Amort.	EBITDA	NOT Split Adjusted			Share Count ⁶ (fully diluted)	Stock Splits ⁷	Split Adjusted			
												Oper Cash Flow	Dividends	Market Price, Dec 31			EPS ^{3,4}	Oper Cash Flow	Dividends	Market Price, Dec 31
	(In Millions, except per share data)																			
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	0.08	
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	0.28	
1969	25.2	4.7	2.9	& other	1.7	0.3	0.6	0.7			0.93	0.35	21.13	0.8	5:3	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	0.24	
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	0.32	
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	0.64	
1973	82.2	19.6	11.2	together	8.4	1.5	3.3	3.7			1.44	0.26	9.88	2.6	3:2	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	0.15	
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	0.21	
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	0.35	
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	0.47	
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	3:2	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	0.46	
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	0.51	
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	0.92	
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	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	2:1	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	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	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	3:2	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	2.75	
1988	809.9	128.6	61.6	(0.4)	67.4	7.4	22.3	37.7	23.9	91.3	2.17	2.38	0.64	23.75	18.2		0.271	0.297	0.080	2.97
1989	991.6	165.4	76.9	0.1	88.4	12.7	29.8	45.9	28.4	116.8	2.58	2.99	0.74	30.00	18.5		0.323	0.374	0.093	3.75
1990	1,088.6	179.2	91.5	21.9	86.0	15.2	27.1	43.7	34.4	120.4	2.43	3.52	0.84	26.38	18.7		0.293	0.440	0.105	3.30
1991	1,081.8	178.3	100.2	2.0	76.1	12.3	24.5	39.4	36.4	112.5	2.18	4.64	0.86	37.88	18.8		0.273	0.580	0.108	4.73
1992	1,170.5	211.1	102.3	3.2	105.6	5.8	37.3	62.5	38.2	143.8	1.63	2.52	0.46	34.00	38.6	2:1	0.408	0.629	0.115	8.50
1993	1,526.7	284.3	127.7	5.4	151.2	10.2	55.1	85.9	45.3	196.5	2.09	3.55	0.54	50.00	41.1		0.523	0.886	0.135	12.50
1994	1,858.1	350.0	148.0	2.7	199.3	9.8	74.1	115.4	56.9	256.2	2.78	4.16	0.62	35.00	41.6		0.695	1.040	0.155	8.75
1995	2,059.3	405.6	169.4	4.0	232.2	11.5	85.8	134.9	67.1	299.3	1.59	2.39	0.38	24.25	85.0	2:1	0.795	1.195	0.190	12.13
1996	2,466.2	522.0	202.0	13.7	306.3	30.0	106.9	169.4	92.2	398.5	1.85	2.59	0.46	34.63	91.8		0.925	1.296	0.230	17.31
1997	2,909.2	621.3	242.3	13.9	365.1	31.8	125.0	208.3	105.6	470.7	2.16	2.98	0.54	41.88	96.6		1.080	1.492	0.270	20.94
1998	3,370.4	737.2	288.5	19.6	429.1	33.5	147.6	248.0	127.9	557.0	1.24	1.77	0.32	22.00	200.7	2:1	1.240	1.769	0.315	22.00
1999	3,779.0	869.6	340.5	26.6	502.5	39.9	172.1	290.5	149.3	651.8	1.45	1.85	0.36	21.44	200.9		1.450	1.845	0.360	21.44
2000	4,276.3	912.3	391.6	39.9	480.8	62.2	154.5	264.1	173.3	654.1	1.32	2.20	0.42	18.93	200.4		1.320	2.200	0.420	18.94
2001	4,113.8	816.9	415.2	50.5	351.2	53.9	109.7	187.6	196.6	547.8	0.94	2.67	0.48	23.00	200.4		0.940	2.667	0.480	23.00
2002	4,271.8	821.7	394.2	26.9	400.6	42.1	5.0	130.4	164.6	565.2	1.17	2.28	0.50	22.44	199.8		1.170	2.282	0.500	22.44
2003	4,388.2	771.7	409.9	6.5	355.3	46.9	6.7	109.2	167.0	522.3	1.05	2.01	0.54	21.63	197.0		1.050	2.007	0.540	21.63
2004	5,085.5	915.8	460.2	(6.1)	461.7	45.9	6.8	137.2	285.4	638.9	1.45	1.74	0.58	28.43	196.9		1.450	1.739	0.580	28.43
2005	5,299.3	912.8	468.8	47.8	396.2	46.7	6.7	104.9	171.1	567.3	1.30	2.32	0.63	22.96	193.6		1.298	2.316	0.630	22.96
2006	5,505.4	998.4	489.5	26.9	482.0	56.2	9.0	134.5	175.4	657.4	1.61	2.56	0.67	23.90	186.8		1.608	2.564	0.670	23.90

¹ Amounts as originally reported (unless stated otherwise)

² 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.

³ EBIT amounts exclude extraordinary items (net of tax)

⁴ 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

⁵ 1978 - 1984 amounts include equity from majority-owned corporations.

⁶ 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.

⁷ 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.

58 Year Financial History

Income Statement¹ -- Page 2

Continuing Operations (see explanation below)

For the Fiscal Year	Income Statement													EBITDA		Per Share Amounts				Shares		Per Share Amounts			
	Net Trade Sales	Gross Profit	Other SG&A Expense (Income)	Int. Exp.	Interest Income	Inc. Tax	Earnings from Continuing Ops.	After-tax Earnings from Disc. Ops.	Net Earnings	Less: Non-Controlling Interests	Net Earnings Attributable to Leggett	Dep. & Amort.	EBITDA	NOT Split Adjusted				Share Count (fully diluted)	Stock Splits	Split Adjusted					
														EPS from Cont. Ops.	Oper Cash Flow	Dividends	Market Price, Dec 31			EPS from Cont. Ops.	Oper Cash Flow	Dividends	Market Price, Dec 31		
																								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	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	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	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	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	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)	(5.6)	143.5	340.0	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	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	115.0	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	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	630.5	343.4	21.3	265.8	38.1	6.7	61.5	172.9	(16.5)	156.4	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	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	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	449.4	1.55	2.67	1.22	42.61	143.2	1.550	2.667	1.220	42.61			
2015 ¹	3,917.2	876.8	416.9	23.8	436.1	41.1	4.4	102.7	296.7	1.2	297.9	113.2	549.3	2.05	2.51	1.26	42.02	142.9	2.048	2.513	1.260	42.02			
2016 ¹	3,749.9	913.4	395.7	(18.0)	535.7	38.8	3.9	125.2	375.6	19.1	394.7	115.4	651.1	2.68	3.95	1.34	48.88	140.0	2.680	3.947	1.340	48.88			
2017 ¹	3,943.8	896.6	400.5	13.8	482.3	43.5	7.6	138.4	308.0	(0.9)	307.1	107.0	608.2	2.25	3.23	1.42	47.73	137.3	2.253	3.232	1.420	47.73			
2018 ¹	4,269.5	912.1	425.1	26.7	460.3	60.9	8.4	84.1	323.7	-	323.7	136.1	596.4	2.39	3.26	1.50	35.84	135.2	2.393	3.257	1.500	35.84			
2019 ¹	4,752.5	1,024.0	469.7	67.5	486.8	90.7	7.4	89.4	314.1	-	314.1	131.0	678.7	2.32	4.93	1.58	50.83	135.4	2.319	4.934	1.580	50.83			
2020 ¹	4,280.2	904.1	424.4	72.2	407.5	82.7	3.1	74.8	253.1	-	253.1	107.0	596.9	1.86	4.43	1.60	44.30	135.9	1.862	4.434	1.600	44.30			
2021	5,072.6	1,038.3	422.1	20.2	596.0	76.5	2.6	119.5	402.6	-	402.6	187.3	783.3	2.94	1.98	1.66	41.16	136.7	2.944	1.985	1.660	41.16			
2022	5,146.7	976.8	427.3	64.5	485.0	85.5	4.1	93.7	309.9	-	309.9	179.8	664.8	2.27	3.23	1.74	32.23	136.5	2.270	3.234	1.740	32.23			
2023	4,725.3	853.8	465.4	478.8	(90.4)	88.4	5.4	(36.6)	(136.8)	-	(136.8)	179.9	89.5	(1.00)	3.65	1.82	26.17	136.3	(1.004)	3.648	1.820	26.17			
2024	4,383.6	749.1	508.8	670.2	(429.9)	85.9	6.6	2.2	(511.4)	-	(511.4)	136.0	(293.9)	(3.73)	2.23	0.61	9.60	137.3	(3.725)	2.227	0.610	9.60			

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	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	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	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	3.0	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	3.5	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	5.6	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	4.6	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	3.2	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	6.2	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	3.1	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	2.3	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	2.4	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	3.2	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 ¹	3,917.2	885.0	407.5	18.3	459.2	41.1	4.4	111.2	311.3	4.1	307.2	113.2	572.4	2.14	2.51	1.26	42.02	142.9	2.145	2.513	1.260	42.02
2016 ¹	3,749.9	913.4	402.6	6.4	504.4	38.8	3.9	112.9	356.6	0.4	356.2	115.4	619.8	2.54	3.95	1.34	48.88	140.0	2.544	3.947	1.340	48.88
2017 ¹	3,943.8	909.6	398.2	29.5	481.9	43.5	7.6	95.8	350.2	0.1	350.1	125.9	607.8	2.57	3.23	1.42	47.73	137.3	2.570	3.232	1.420	47.73
2018 ¹	4,269.5	922.8	405.4	14.7	502.7	57.8	8.4	95.0	358.3	0.2	358.1	136.1	638.8	2.65	3.26	1.50	35.84	135.2	2.649	3.257	1.500	35.84
2019 ¹	4,752.5	1,018.7	468.8	51.9	498.0	90.7	7.4	90.5	324.2	0.1	324.1	191.9	689.9	2.39	4.93	1.58	50.83	135.4	2.394	4.934	1.580	50.83
2020 ¹	4,280.2	904.6	416.0	35.9	452.7	82.7	3.1	79.2	293.9	0.1	293.8	189.4	642.1	2.16	4.43	1.60	44.30	135.9	2.162	4.434	1.600	44.30
2021	5,072.6	1,038.3	422.1	48.4	567.8	76.5	2.6	112.5	381.4	0.2	381.2	187.3	755.1	2.78	1.98	1.66	41.16	136.7	2.779	1.985	1.660	41.16
2022	5,146.7	976.8	427.3	64.5	485.0	85.5	4.1	93.7	309.9	0.1	309.8	179.8	664.8	2.27	3.23	1.74	32.23	136.5	2.270	3.234	1.740	32.23
2023	4,725.3	853.8	465.4	54.9	333.5	88.4	5.4	61.4	189.1	-	189.1	179.9	513.4	1.39	3.65	1.82	26.17	136.3	1.390	3.648	1.820	26.17
2024	4,383.6	762.3	488.9	6.9	266.5	85.9	6.6	42.9	144.3	0.1	144.2	136.0	402.5	1.05	2.23	0.61	9.60	137.3	1.050	2.227	0.610	9.60

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.

¹ Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO. 2015 - 2020 financial data has been adjusted to apply the effects of the change.

58 Year Financial History

Cash Flow¹ -- Page 1

For the Fiscal Year	Cash From Operations					Investing Activity			Financing Activity				Measures of Cash Flow			
	Net Earnings	Depreciation	Amortization	Working Capital Change	Other	Adds to PP&E	Acquired Firms, net of cash	Other	Debt Added (Repaid)	Stock Issued (Bought)	Dividends Paid	Other	Increase in Cash & Equiv.	Cash from Ops	Free Cash Flow	"Excess" Cash Flow
	(In Millions)															
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
	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.															
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)	(1.6)	(25.0)	43.2	6.9	(45.2)
1989	45.9	25.7	2.7	(22.2)	3.1	(28.7)	(33.6)	(1.6)	22.4	(5.2)	(12.2)	(0.4)	(4.1)	55.2	26.5	(19.3)
1990	29.4	30.2	4.2	(9.5)	11.5	(42.7)	(43.6)	4.6	36.4	(5.1)	(14.3)	(0.8)	0.4	65.9	23.2	(34.7)
1991	39.4	36.4		11.6	0.1	(33.4)	(9.5)	8.6	(34.4)	0.4	(14.9)	(2.3)	2.0	87.5	54.1	29.7
1992	62.5	38.2		(1.0)	(2.5)	(33.2)	(5.8)	6.3	(42.7)	(1.6)	(21.1)	(0.4)	(1.3)	97.2	64.0	37.1
1993	85.9	39.1	6.2	4.4	10.1	(54.2)	(78.0)	2.8	0.3	1.5	(21.1)	(1.8)	(4.8)	145.7	91.5	(7.6)
1994	115.4	48.8	8.1	5.3	(4.6)	(88.5)	(78.8)	0.7	19.5	1.1	(25.4)	0.7	2.3	173.0	84.5	(19.7)
1995	134.9	58.0	9.1	2.0	(0.8)	(93.9)	(28.7)	(0.6)	(20.7)	(21.5)	(31.9)	(1.9)	4.0	203.2	109.3	48.7
1996	140.5	75.8	16.4	(24.3)	29.7	(96.2)	(89.7)	(3.1)	(16.5)	(5.1)	(30.3)	(1.7)	(4.5)	238.1	141.9	21.9
1997	208.3	88.3	17.3	(29.9)	4.3	(119.4)	(171.6)	8.2	50.1	0.9	(48.0)	(4.5)	4.0	288.3	168.9	(50.7)
1998	248.0	106.1	21.8	(45.5)	24.5	(147.6)	(117.1)	6.7	52.8	(8.5)	(59.9)	(5.5)	75.8	354.9	207.3	30.3
1999	290.5	120.5	28.8	(58.0)	(11.0)	(159.1)	(290.1)	8.2	157.0	(77.5)	(69.1)	(3.1)	(62.9)	370.8	211.7	(147.5)
2000	264.1	139.2	34.1	(7.9)	11.3	(169.7)	(252.3)	(15.2)	145.5	(49.2)	(78.6)	(4.6)	16.7	440.8	271.1	(59.8)
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	218.9
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	190.0
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	35.6
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	29.1
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	(15.3)
2006	300.3	156.6	18.8	(64.0)	67.2	(166.3)	(83.2)	18.0	73.0	(139.7)	(121.1)	7.4	67.0	478.9	312.6	108.3
2007	(11.2)	156.9	26.5	181.7	259.8	(148.8)	(111.3)	102.1	(34.0)	(229.9)	(124.8)	6.5	73.5	613.7	464.9	228.8
2008	104.4	115.9	24.5	50.4	141.0	(118.3)	(10.3)	391.9	(275.8)	(290.6)	(165.1)	(8.7)	(40.7)	436.2	317.9	142.5
2009	115.0	109.6	20.7	185.6	134.4	(83.0)	(2.8)	13.3	(64.2)	(188.0)	(157.2)	12.4	95.8	565.3	482.3	322.3
2010	182.8	103.0	19.8	(17.5)	74.4	(67.7)	(4.9)	7.5	(45.8)	(106.3)	(154.9)	(6.4)	(16.0)	362.5	294.8	135.0
2011	156.4	98.1	18.8	(13.8)	69.4	(75.0)	(6.6)	45.0	65.1	(204.7)	(155.9)	(5.0)	(8.2)	328.9	253.9	91.4
2012	250.5	90.4	28.6	57.4	22.8	(71.0)	(211.6)	(11.4)	201.6	5.6	(199.5)	(40.6)	122.8	449.7	378.7	(32.4)
2013	199.7	90.1	32.5	26.4	68.2	(80.6)	(27.9)	33.2	(180.4)	(132.5)	(124.9)	9.8	(86.4)	416.9	336.3	183.5
2014	101.2	89.9	28.0	53.6	109.2	(94.1)	(70.4)	61.8	87.0	(127.9)	(167.5)	(10.7)	60.1	381.9	287.8	49.9
2015 ²	297.9	83.5	29.7	(124.3)	72.3	(103.2)	(11.1)	44.7	(3.3)	(183.2)	(171.6)	(11.0)	(79.6)	359.1	255.9	73.2

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

¹ As originally reported (unless stated otherwise)

² Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO. 2015-2020 data has been adjusted to apply the effects of the change.

58 Year Financial History

Cash Flow¹ -- Page 2

For the Fiscal Year	Cash From Operations					Investing Activity			Financing Activity				Measures of Cash Flow			
	Net Earnings	Depre- ciation	Amort- ization	Working Capital Change	Other	Adds to PP&E	Acquired Firms, net of cash	Other	Debt Added (Repaid)	Stock Issued (Bought)	Dividends Paid	Other	Increase in Cash & Equiv.	Cash from Ops	Free Cash Flow	"Excess" Cash Flow
	(In Millions)															
2016 ²	394.7	86.8	28.6	4.7	37.8	(124.0)	(29.5)	51.5	6.5	(193.1)	(177.4)	(57.9)	28.7	552.6	428.6	221.7
2017 ²	307.1	95.3	30.6	(98.7)	109.4	(159.4)	(39.1)	33.5	281.5	(155.0)	(185.6)	24.6	244.2	443.7	284.3	59.6
2018 ²	323.7	104.3	31.8	(77.3)	57.8	(159.6)	(109.2)	(9.0)	(85.8)	(107.6)	(193.7)	(33.4)	(258.0)	440.3	280.7	(22.2)
2019 ²	314.1	117.5	74.4	101.0	61.0	(143.1)	(1,265.1)	(10.0)	947.0	(7.1)	(204.6)	(5.6)	(20.5)	668.0	524.9	(944.8)
2020 ²	253.1	119.4	70.0	80.2	79.9	(66.2)	-	17.2	(227.8)	(9.1)	(211.5)	(3.9)	101.3	602.6	536.4	324.9
2021	402.6	116.5	70.8	(337.6)	19.0	(106.6)	(152.6)	33.0	184.9	(6.3)	(218.3)	7.4	12.8	271.3	164.7	(206.2)
2022	309.9	110.2	69.6	(78.0)	29.7	(100.3)	(83.3)	2.4	5.0	(60.3)	(229.2)	(20.9)	(45.2)	441.4	341.1	28.6
2023	(136.8)	108.9	71.0	116.0	338.1	(113.8)	-	22.5	(107.1)	(6.0)	(239.4)	(4.4)	49.0	497.2	383.4	144.0
2024	(511.4)	112.4	23.6	30.0	651.1	(81.6)	-	45.0	(125.9)	(4.9)	(136.3)	(17.3)	(15.3)	305.7	224.1	87.8

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

¹ As originally reported (unless stated otherwise)

² Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO. 2015-2020 data has been adjusted to apply the effects of the change.

58 Year Financial History

Balance Sheet¹ -- Page 2

For the Fiscal Year	Assets						Liabilities							Equity	Net Debt ²	Total Capitalization ³	Net Assets ⁴	Net Working Capital ⁵	2-Year Average						
	Accts & Notes		Current Assets	Net PP&E	Total Assets	Accts Payable	Curr. Debt	Op. Lease Liab.	Oth. Curr. Liab.	Total Curr. Liab.	Long Term Debt	Oper. Lease Liab.	Other & Def. Taxes						Total Assets	Equity	Net Work Capital	Total Assets	Equity	Net Work Capital	Total Capital
	Cash & Equiv	Recvbl																							
Continuing Operations																									
2005 ^{6,7}	64.9	694.9	602.1	1,429.4	739.6	3,339.0	203.7	98.6	369.7	672.0	921.2	155.2	1,590.6	954.9	2,667.0	2,700.7	791.1	n/a	n/a	n/a	n/a				
2006 ⁸	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	162.4	1,659.9	979.7	2,881.9	2,802.0	857.1	3,419	1,625	824	2,774				
2007 ⁹	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	138.6	1,634.6	883.9	2,773.8	2,657.1	692.6	3,498	1,647	775	2,828				
2008 ¹⁰	164.7	550.5	495.0	1,275.8	681.4	3,100.7	175.3	22.4	319.1	516.8	851.2	133.5	1,599.2	708.9	2,583.9	2,441.6	616.7	3,298	1,617	655	2,679				
2009 ¹¹	260.5	469.5	409.1	1,197.2	668.6	3,017.6	199.4	10.1	322.4	531.9	789.3	161.3	1,535.1	538.9	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	191.4	1,524.4	519.9	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	188.1	1,307.7	599.5	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	227.8	1,442.2	696.3	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	191.0	1,399.2	596.8	2,278.6	2,187.0	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	226.8	1,154.9	635.6	2,148.4	2,017.3	306.3	3,124	1,277	333	2,214				
2015 ¹²	253.2	520.2	518.7	1,325.3	540.8	2,977.8	307.2	3.4	390.6	701.2	941.5	228.7	1,106.4	691.7	2,276.6	2,026.8	374.3	3,059	1,131	340	2,213				
2016 ¹²	281.9	486.6	547.4	1,352.7	565.5	3,011.9	351.1	3.6	351.9	706.6	956.2	237.8	1,111.3	677.9	2,305.3	2,027.0	367.8	2,995	1,109	371	2,291				
2017 ¹²	526.1	595.1	613.3	1,808.7	663.9	3,593.0	430.3	153.8	392.1	976.2	1,097.9	296.5	1,222.4	725.6	2,616.8	2,244.5	460.2	3,302	1,167	414	2,461				
2018 ¹²	268.1	571.6	699.5	1,590.2	728.5	3,447.6	465.4	1.2	349.1	815.7	1,167.8	257.3	1,206.8	900.9	2,631.9	2,365.0	507.6	3,520	1,215	484	2,624				
2019 ¹²	247.6	591.9	675.7	1,577.1	830.8	4,855.4	463.4	51.1	39.3	374.3	928.1	2,066.5	121.6	397.3	1,341.9	1,870.0	3,927.3	3,770.1	491.8	4,152	1,274	500	3,280		
2020 ¹²	348.9	563.6	691.5	1,658.1	784.8	4,800.0	552.2	50.9	42.4	360.5	1,006.0	1,849.3	122.1	397.5	1,425.1	1,551.3	3,794.0	3,538.4	396.5	4,828	1,384	444	3,861		
2021	361.7	651.5	993.2	2,065.3	781.5	5,307.3	613.8	300.6	44.5	376.8	1,335.7	1,789.7	153.0	380.3	1,648.6	1,728.6	3,971.6	3,955.0	713.0	5,054	1,537	555	3,883		
2022	316.5	675.0	907.5	1,958.0	772.4	5,186.1	518.4	9.4	49.5	390.8	968.1	2,074.2	153.6	348.8	1,641.4	1,767.1	4,218.0	3,960.4	732.3	5,247	1,645	723	4,095		
2023	365.5	637.3	819.7	1,881.4	781.2	4,634.5	536.2	308.0	57.3	361.1	1,262.6	1,679.6	150.5	207.8	1,334.0	1,622.1	3,371.9	3,371.7	618.6	4,910	1,488	675	3,795		
2024	350.2	559.4	722.6	1,690.5	724.4	3,661.6	497.7	1.3	53.4	294.0	846.4	1,862.8	131.1	131.1	690.2	1,513.9	2,815.2	2,519.7	548.6	4,148	1,012	584	3,094		

¹ As originally reported (unless stated otherwise)

² Net debt = long-term debt - cash & equivalents + current debt maturities

³ Total capitalization = long-term debt + operating lease liabilities + other liabilities & deferred taxes + shareholders equity

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

⁵ Net working capital = current assets - cash & equivalents - current liabilities + current debt maturities + current operating lease liabilities

⁶ 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

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

⁸ 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

⁹ 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

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

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

¹² Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO. 2015-2020 financial data has been adjusted to apply the effects of the change.

58 Year Financial History

Growth Rates & Margins -- Page 1

For the Period Ending	Margins (%)			Sales Growth		1, 5, and 10 Year Growth - CAGR (%) ¹																					
	Gross Profit	EBIT	Net Earnings	Annual Growth		Net Sales			EBIT			Net Income			EPS			Cash from Ops			Dividends			Stock Price			
				Internal	Acquired	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	
1967	16.3	6.0	3.1			0.2	10.7			10.5			17.2	51.3			0.0	26.6			120.0	22.4					
1968	19.2	7.5	3.4			30.0	16.1			63.2			41.8	41.4			30.8	16.3							268.4		
1969	18.5	6.8	3.0			45.3	22.1			31.2			27.8	25.6			0.0	(1.1)			6.5	17.1			39.3		
1970	20.8	7.5	3.2			19.8	20.3			31.5	35.4		28.5	29.7			5.9	(1.1)			1.5	10.9			(38.5)		
1971	21.0	8.2	3.2			22.9	22.7			33.8	33.0		25.7	28.0			16.7	10.1			0	21.8			33.3		
1972	22.8	9.2	4.2			57.9	34.4			77.9	46.3		104.7	43.1			42.9	18.2			3.0	4.6			100.0	53.1	
1973	23.8	10.2	4.5			40.5	36.5			56.4	45.1		50.0	44.7			33.3	18.7			4.3	3.0			(57.8)	(0.7)	
1974	22.7	9.9	3.5			14.8	30.3			11.1	40.3		(11.3)	34.5			(12.5)	15.5			12.5	4.2			(44.4)	(17.4)	
1975	22.4	8.8	3.3			4.2	26.7			(7.2)	30.9		(1.5)	27.5			(2.9)	13.6			9.9	5.8			40.0	(2.6)	
1976	23.7	10.5	4.5	19.7	0.0	19.7	26.0			42.3	32.5		64.1	34.5			61.8	21.2			49.9	8.3			66.7	1.8	
1977	21.2	9.4	4.1	22.2	11.1	33.3	21.8	28.0		19.1	22.3	33.8	22.7	21.5	31.8	23.6	17.8	18.0			75.7	25.7			34.3	(6.0)	20.0
1978	21.4	10.4	4.9	14.6	(0.0)	14.6	16.9	26.4		27.0	17.3	30.4	36.3	19.1	31.3	35.3	18.1	18.4			33.9	29.5			20.5	15.3	9.0
1979	14.6	7.3	3.2	15.1	4.3	19.4	17.9	23.9		(15.8)	11.0	24.8	(22.4)	16.0	24.9	(22.8)	15.2	15.4			29.8				24.5	17.7	10.7
1980	15.6	7.9	3.7	1.6	5.2	6.8	18.4	22.5		15.0	15.8	23.1	22.0	21.0	24.3	21.1	20.4	16.9			13.1				16.4	19.1	12.3
1981	16.5	9.0	4.6	14.2	0.4	14.6	17.4	21.6		30.5	13.8	22.8	42.4	17.7	25.8	52.3	19.0	20.1			24.3	36.5			17.4	20.1	14.1
1982	15.1	6.9	3.3	2.1	2.6	4.7	11.9	16.7		(19.9)	5.2	13.4	(23.6)	7.0	14.0	(19.1)	9.3	13.5			16.0	42.8			13.2	18.3	15.2
1983	16.1	8.8	4.4	9.8	19.0	28.8	14.5	15.7		65.0	10.8	14.0	70.6	11.9	15.5	44.3	10.7	14.4			(4.2)	13.3			10.6	16.3	15.8
1984	16.0	9.0	4.9	13.6	6.4	20.0	14.6	16.2		22.6	19.4	15.1	33.4	24.7	20.3	16.3	20.2	17.7			22.7	26.2			17.3	14.9	16.3
1985	17.4	9.9	5.0	5.1	7.6	12.7	15.9	17.2		24.1	21.3	18.5	15.5	23.4	22.2	14.6	18.9	19.6			7.0	10.0			13.6	14.4	16.7
1986	17.5	11.0	5.9	8.6	13.7	22.3	17.4	17.4		36.2	22.3	18.0	44.1	23.7	20.6	24.5	14.2	16.5			20.6	22.4			19.9	14.9	17.5
1987	17.5	10.9	5.8	10.3	0.6	10.9	18.7	15.3		9.3	30.2	17.0	8.4	32.6	19.1	9.4	21.3	15.1			21.8	18.9			40.0	19.9	19.1
1988	15.9	8.3	4.7	7.8	16.9	24.7	18.0	16.2		(4.5)	16.7	13.7	0.7	19.4	15.6	(2.5)	12.1	11.4			33.7	13.2			14.3	20.6	18.5
1989	16.7	8.9	4.6	4.5	17.9	22.4	18.5	16.5		31.2	18.3	18.9	21.7	17.2	20.9	19.2	12.7	16.4			27.7	16.6	19.6		15.6	20.3	17.6
1990	16.5	7.9	4.0	(1.5)	11.3	9.8	17.9	16.9		(2.7)	12.7	16.9	(4.8)	12.7	17.9	(9.3)	7.5	13.0			19.4	20.2	13.4		13.5	20.3	17.3
1991	16.5	7.0	3.6	(5.0)	4.4	(0.6)	13.1	15.2		(11.5)	3.4	12.4	(9.9)	2.6	12.7	(6.8)	1.5	7.6			32.8	16.9	18.7		2.4	16.5	15.7
1992	18.0	9.0	5.3	9.0	(0.8)	8.2	12.5	15.6		38.8	8.4	18.8	58.6	10.8	21.2	49.5	8.0	14.4			11.1	20.8	21.3		7.0	10.4	15.1
1993	18.6	9.9	5.6	11.0	19.4	30.4	13.5	15.7		43.2	17.5	17.1	37.5	17.9	18.6	28.2	14.1	13.1			49.9	27.5	30.6		17.4	11.0	15.7
1994	18.8	10.7	6.2	10.3	11.4	21.7	13.4	15.9		31.8	17.6	18.0	34.3	20.2	18.7	32.9	16.6	14.6			18.7	25.7	21.1		14.8	10.9	15.5
1995	19.7	11.3	6.6	1.8	9.0	10.8	13.6	15.7		16.5	22.0	17.2	16.9	25.3	18.8	14.4	22.1	14.6			17.5	25.3	22.7		22.6	12.6	16.4
1996	21.2	12.4	6.9	1.1	18.7	19.8	17.9	15.5		31.9	32.1	16.9	25.6	33.9	17.2	16.4	27.6	13.8			17.2	22.2	19.5		21.1	16.4	16.5
1997	21.4	12.5	7.2	5.3	12.7	18.0	20.0	16.2		19.2	28.2	17.9	23.0	27.2	18.7	16.8	21.5	14.5			21.1	24.3	22.5		17.4	18.6	14.5
1998	21.9	12.7	7.4	3.7	12.2	15.9	17.2	15.3		17.5	23.2	20.3	19.1	23.6	20.7	14.8	18.8	16.4			23.1	19.5	23.4		16.7	18.5	14.7
1999	23.0	13.3	7.7	3.1	9.0	12.1	15.3	14.3		17.1	20.3	19.0	17.1	20.3	20.3	16.9	15.8	16.2			4.5	16.5	21.0		14.3	18.4	14.6
2000	21.3	11.2	6.2	0.2	13.0	13.2	15.7	14.7		(4.3)	15.7	18.8	(9.1)	14.4	19.7	(9.0)	10.7	16.2			18.9	16.8	20.9		16.7	17.2	14.9
2001	19.9	8.5	4.6	(9.3)	5.5	(3.8)	10.8	14.3		(27.0)	2.8	16.5	(29.0)	2.1	16.9	(28.8)	0.3	13.2			21.3	17.6	19.8		14.3	15.9	16.1
2002	19.2	9.4	5.5	0.7	3.1	3.8	8.0	13.8		14.1	1.9	14.3	24.3	2.3	14.1	24.5	1.6	11.1			(14.7)	9.6	16.7		4.2	13.1	15.8
2003	17.6	8.1	4.7	1.2	1.5	2.7	5.4	11.1		(11.3)	(3.7)	8.9	(11.7)	(3.7)	9.1	(10.3)	(3.3)	7.2			(13.3)	2.2	10.5		8.0	11.4	14.9
2004	18.0	9.1	5.6	11.6	4.3	15.9	6.1	10.6		29.9	(1.7)	8.8	38.6	(0.4)	9.5	38.1	0.0	7.6			(13.4)	(1.6)	7.1		7.4	10.0	14.1
2005	17.2	7.5	4.7	2.1	2.1	4.2	4.4	9.9		(14.2)	(3.8)	5.5	(11.9)	(1.0)	6.4	(10.5)	(0.3)	5.0			30.9	0.3	8.2		8.6	8.4	12.7
2006	18.1	8.8	5.5	0.4	3.5	3.9	6.0	8.4		21.7	6.5	4.6	19.5	9.9	5.9	23.8	11.3	5.7			6.8	(2.2)	7.2		6.3	6.9	11.3

¹ CAGR - compound annual growth rate

58 Year Financial History

Growth Rates & Margins -- Page 2

For the Period Ending	20 and 50 Year Growth - CAGR (%) ¹															
	Net Sales		EBIT		Net Income		EPS			Cash from Ops			Dividends		Stock Price	
	20 Yr	50 Yr	20 Yr	50 Yr	20 Yr	50 Yr	20 Yr	50 Yr	10 Yr	20 Yr	50 Yr	10 Yr	20 Yr	50 Yr	20 Yr	50 Yr
2024	(0.7)	8.0	(2.7)	6.9	(3.4)	7.9	(1.6)	7.0		(0.6)	—		0.3	9.0	(5.3)	8.7

For the Period Ending	Margins (%)			Sales Growth		1, 5, and 10 Year Growth - CAGR (%) ¹																				
	Gross Profit	EBIT	Net Earnings	Annual Growth		Net Sales			EBIT			Net Income			EPS			Cash from Ops			Dividends			Stock Price		
				Internal	Acquired	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr	1 Yr	5 Yr	10 Yr

Adjusted Continuing Operations (see explanation below)

2002	19.9	9.9	5.6	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	(14.7)	9.6	16.7	4.2	13.1	15.8	(2.4)	1.4	10.2
2003	18.5	8.5	4.9	nm	nm	nm	3.8	nm	nm	(10.3)	nm	nm	(9.8)	nm	nm	(8.5)	nm	nm	(13.3)	2.2	10.5	8.0	11.4	14.9	(3.6)	(0.3)	5.6
2004	18.8	9.5	5.8	nm	nm	nm	16.9	nm	nm	29.8	nm	nm	38.2	nm	nm	38.2	nm	nm	(13.4)	(1.6)	7.1	7.4	10.0	14.1	31.4	5.8	12.5
2005	19.1	9.8	5.9	nm	nm	nm	3.5	nm	nm	6.8	nm	nm	5.9	nm	nm	7.7	nm	nm	30.9	0.3	8.2	8.6	8.4	12.7	(19.2)	3.9	6.6
2006	18.8	9.7	5.7	(0.9)	2.6	nm	1.7	nm	nm	0.8	nm	nm	(2.4)	nm	nm	1.1	nm	nm	6.8	(2.2)	7.2	6.3	6.9	11.3	4.1	0.8	3.3
2007	18.8	8.7	5.1	(2.6)	2.2	(0.4)	4.9	nm	nm	(10.8)	2.3	nm	(11.0)	2.8	nm	(7.5)	5.0	nm	28.1	6.1	7.8	16.4	9.3	11.2	(27.0)	(4.9)	(1.8)
2008	17.3	6.6	3.6	(4.0)	(0.1)	(4.1)	3.3	nm	nm	(26.6)	(1.8)	nm	(32.6)	(3.0)	nm	(27.9)	0.1	nm	(28.9)	2.0	2.1	28.2	13.1	12.2	(12.9)	(6.8)	(3.6)
2009	21.1	8.5	4.6	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	nm	29.6	10.5	4.3	2.0	12.0	11.0	34.3	(6.4)	(0.5)
2010	20.1	9.3	5.7	12.5	(1.0)	nm	11.5	nm	nm	22.8	nm	nm	38.6	nm	nm	44.7	nm	nm	(35.9)	(4.2)	(1.9)	3.9	11.0	9.7	11.6	(0.2)	1.9
2011	19.1	8.5	5.4	10.8	0.0	nm	10.8	nm	nm	0.7	nm	nm	5.3	nm	nm	9.8	nm	nm	(9.3)	(7.2)	(4.7)	3.8	10.4	8.6	1.2	(0.7)	0.0
2012	20.4	9.5	5.9	1.1	2.3	nm	3.4	nm	nm	15.7	nm	nm	13.0	nm	nm	13.8	nm	nm	36.7	(6.0)	(0.1)	3.6	7.9	8.6	18.1	9.3	1.9
2013	20.4	9.6	6.3	0.6	1.2	nm	1.8	nm	nm	2.6	nm	nm	8.9	nm	nm	8.0	nm	nm	(7.3)	(0.9)	0.5	3.5	3.4	8.1	13.7	15.3	3.6
2014	20.9	10.2	6.7	5.4	3.4	nm	8.8	7.2	nm	15.7	11.2	nm	15.7	15.7	nm	18.9	18.3	nm	(8.4)	(7.5)	1.1	3.4	3.6	7.7	37.7	15.9	4.1
2015 ^c	22.6	11.7	7.8	0.3	3.3	nm	3.6	5.6	nm	19.3	10.5	nm	20.4	12.5	nm	20.4	14.1	nm	(6.0)	(0.2)	(2.2)	3.3	3.5	7.2	(1.4)	13.0	6.2
2016 ^c	24.4	13.5	9.5	(1.4)	(2.9)	(4.3)	2.6	nm	nm	9.8	12.5	nm	16.0	14.7	nm	18.6	15.9	nm	53.9	10.9	1.4	6.3	4.0	7.2	16.3	16.2	7.4
2017 ^c	23.1	12.2	8.9	5.6	(0.4)	5.2	2.9	nm	nm	(4.5)	8.2	nm	(1.7)	11.6	nm	1.0	13.1	nm	(19.7)	(0.3)	(3.2)	6.0	4.5	6.2	(2.4)	11.9	10.6
2018 ^c	21.6	11.8	8.4	6.2	2.1	8.3	4.2	nm	nm	4.3	8.6	nm	2.3	10.2	nm	3.1	12.1	nm	(0.8)	1.1	0.1	5.6	4.9	4.1	(24.9)	3.0	9.0
2019 ^d	21.4	10.5	6.8	(3.1)	14.4	11.3	4.7	5.9	(0.9)	5.3	8.2	(9.5)	4.9	10.2	(9.6)	6.1	12.0	51.7	11.8	1.7	5.3	5.3	4.5	41.8	3.6	9.6	
2020 ^d	21.1	10.6	6.9	(10.8)	0.9	(9.9)	1.8	3.7	(9.1)	(0.3)	5.0	(9.3)	(0.9)	5.6	(9.7)	0.2	6.9	(9.8)	10.9	5.2	1.3	4.9	4.2	(12.8)	1.1	6.9	
2021	20.5	11.2	7.5	18.1	0.4	18.5	6.2	4.4	25.4	2.4	7.3	29.7	1.4	7.8	28.5	1.8	8.6	(55.0)	(13.3)	(1.9)	3.7	4.4	4.2	(7.1)	(3.4)	6.0	
2022	19.0	9.4	6.0	0.3	1.2	1.5	5.5	4.2	(14.6)	0.1	4.1	(18.7)	(2.4)	4.3	(18.3)	(2.5)	5.0	62.7	(0.1)	(0.2)	4.8	4.1	4.3	(21.7)	(7.6)	1.7	
2023	18.1	7.1	4.0	(10.4)	2.2	(8.2)	2.0	3.1	(31.2)	(7.9)	0.0	(39.0)	(12.0)	(1.5)	(38.8)	(12.1)	(0.7)	12.6	2.5	1.8	4.6	3.9	4.4	(18.8)	(6.1)	(1.7)	
2024	17.4	6.1	3.3	(7.2)	nm	(7.2)	(1.6)	1.5	(20.1)	(11.8)	(3.6)	(23.7)	(15.0)	(5.5)	(24.4)	(15.2)	(5.1)	(38.5)	(14.5)	(2.2)	(66.5)	(17.3)	(6.7)	(63.3)	(28.3)	(13.8)	

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 from earnings to better reflect operating performance in each year. See Appendix - Non-GAAP Adjustments

Because of the lack of historically comparable data, 5 yr and 10 yr earnings CAGRs are limited in recent years (as indicated by the 'nm' references in the table above)

¹ CAGR - compound annual growth rate

² Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO. 2015-2020 financial data has been adjusted to apply the effects of the change.

58 Year Financial History

Ratios -- Page 1

For the Fiscal Year	Liquidity		Measures of Return on Investment							Measures of Solvency						Other				
	Current Ratio	Inventory Turnover	Du Pont Formula				Total Shareholder Return (TSR)		Return on Invested Capital	Trailing P/E Multiple (Dec. 31)	Dividend Yield	Payout Ratio to Common 1 Yr.	Total Liab to Assets	Debt to Total Capital	Net Debt to Net Capital		Debt to EBITDA	Net Debt to EBITDA	Times Interest Earned	Tax Rate
			Return on Sales	Asset Turnover	After-tax Return on Avg Assets	Return on Average Equity	1 Year	3 Year CAGR												
1967	6.4	4.5	3.1%	2.1	6.4%	1.6	9.9%					35%	27%	22%			8.3	41.7%		
1968	2.2	4.0	3.4%	2.0	6.6%	1.8	12.1%	276.6%		10.5%	15.6	2.2%	35%	51%	30%	26%		7.3	48.3%	
1969	2.1	4.3	3.0%	1.9	5.8%	1.9	11.0%	41.6%		9.7%	22.7	1.7%	38%	45%	35%	31%		4.9	45.5%	
1970	2.8	3.8	3.2%	1.7	5.3%	2.1	10.8%	(36.7%)	50.6%	8.7%	13.0	2.8%	37%	57%	48%	45%		3.9	43.0%	
1971	3.6	4.0	3.2%	1.7	5.4%	2.3	12.3%	36.1%	6.7%	8.7%	15.0	2.1%	31%	56%	45%	43%		4.5	48.7%	
1972	3.4	4.8	4.2%	1.9	7.9%	2.0	15.9%	102.2%	19.2%	11.3%	32.4	0.7%	23%	47%	36%	33%		7.9	47.5%	
1973	2.6	4.4	4.5%	1.8	8.0%	2.0	16.4%	(56.7%)	6.6%	12.0%	6.9	2.6%	18%	54%	44%	42%		5.8	46.8%	
1974	3.4	3.8	3.5%	1.6	5.6%	2.3	12.7%	(41.4%)	(18.7%)	9.9%	4.2	5.5%	23%	57%	49%	46%		3.4	50.3%	
1975	2.6	4.0	3.3%	1.6	5.3%	2.2	11.4%	45.9%	(28.5%)	8.5%	6.2	4.2%	26%	50%	39%	37%		4.4	51.7%	
1976	2.7	4.5	4.5%	1.8	8.2%	2.0	16.7%	71.4%	11.8%	11.8%	6.4	2.8%	18%	51%	38%	36%		8.5	51.2%	
1977	2.7	5.3	4.1%	2.1	8.9%	2.0	17.7%	37.8%	49.5%	13.7%	6.9	2.6%	18%	48%	25%	24%		7.9	49.2%	
1978	2.3	5.4	4.9%	2.1	10.5%	1.9	20.5%	22.3%	41.7%	17.5%	6.1	2.6%	16%	49%	23%	22%		7.3	45.0%	
1979	2.3	6.4	3.2%	2.1	6.7%	2.1	13.9%	(14.6%)	13.0%	12.1%	6.5	4.0%	26%	54%	40%	38%		4.1	42.3%	
1980	2.1	6.8	3.7%	2.0	7.5%	2.0	15.1%	15.5%	6.3%	12.3%	5.9	4.2%	25%	47%	28%	27%		5.2	42.6%	
1981	2.0	6.8	4.6%	2.2	10.2%	2.0	20.6%	85.3%	20.7%	15.8%	7.0	2.7%	19%	53%	37%	36%		8.0	42.0%	
1982	2.1	6.4	3.3%	2.1	7.1%	2.1	15.0%	19.4%	35.5%	11.7%	10.1	2.7%	27%	52%	36%	34%		5.4	40.5%	
1983	2.5	6.3	4.4%	2.1	9.3%	2.1	19.4%	59.0%	51.0%	15.4%	10.9	1.9%	20%	52%	37%	29%		6.7	41.2%	
1984	2.5	5.8	4.9%	2.0	9.6%	2.1	20.4%	(3.8%)	21.9%	16.1%	8.8	2.3%	21%	54%	41%	33%		7.0	36.5%	
1985	2.5	5.6	5.0%	1.9	9.5%	1.9	18.4%	79.1%	39.1%	15.1%	13.6	1.0%	20%	43%	27%	23%		7.5	41.6%	
1986	2.8	5.9	5.9%	1.9	11.2%	1.8	20.6%	18.1%	26.1%	17.3%	12.7	1.6%	20%	48%	32%	23%		10.1	40.5%	
1987	2.7	5.8	5.8%	1.8	10.2%	1.9	19.1%	(12.4%)	22.9%	16.2%	9.9	2.5%	25%	45%	28%	21%		10.9	41.5%	
1988	2.4	6.0	4.7%	1.9	8.8%	1.9	16.6%	10.9%	4.6%	13.7%	10.9	2.7%	29%	49%	29%	28%	1.2	1.1	9.1	37.1%
1989	2.6	5.9	4.6%	1.9	8.8%	2.0	17.4%	29.4%	7.4%	13.8%	11.6	2.5%	29%	50%	33%	32%	1.3	1.3	6.9	39.4%
1990	2.7	5.7	4.0%	1.7	7.0%	2.1	15.0%	(9.2%)	9.2%	11.2%	11.3	3.2%	36%	55%	39%	39%	1.8	1.8	5.7	38.3%
1991	2.9	5.2	3.6%	1.6	5.9%	2.1	12.4%	46.6%	19.2%	9.2%	17.4	2.3%	39%	49%	33%	33%	1.6	1.6	6.2	38.3%
1992	2.9	5.7	5.3%	1.8	9.4%	1.8	16.5%	82.1%	33.0%	12.8%	20.9	1.4%	28%	37%	18%	18%	0.7	0.7	18.2	37.4%
1993	2.6	6.4	5.6%	1.9	10.9%	1.7	18.3%	48.6%	57.4%	15.3%	23.9	1.1%	26%	43%	23%	23%	0.9	0.8	14.8	39.1%
1994	2.3	6.2	6.2%	1.8	11.4%	1.8	20.2%	(28.8%)	24.6%	16.0%	12.6	1.8%	22%	44%	23%	23%	0.8	0.8	20.3	39.1%
1995	2.5	5.9	6.6%	1.8	11.5%	1.7	19.8%	40.8%	14.1%	16.2%	15.3	1.6%	24%	40%	20%	19%	0.7	0.6	20.2	38.9%
1996	2.6	5.6	6.9%	1.7	11.6%	1.7	20.2%	44.6%	12.7%	16.7%	18.7	1.3%	25%	45%	28%	27%	1.0	1.0	10.2	38.7%
1997	2.5	5.3	7.2%	1.5	10.9%	1.8	19.7%	22.5%	35.2%	15.4%	19.4	1.3%	25%	44%	27%	27%	1.0	1.0	11.5	37.5%
1998	2.8	5.4	7.4%	1.5	10.7%	1.8	19.0%	6.6%	23.4%	15.1%	17.7	1.4%	25%	43%	27%	24%	1.0	0.9	12.8	37.3%
1999	2.9	5.1	7.7%	1.4	10.5%	1.8	18.8%	(0.9%)	8.9%	14.5%	14.8	1.7%	25%	45%	31%	30%	1.2	1.2	12.6	37.2%
2000	2.9	5.0	6.2%	1.3	8.3%	1.8	15.4%	(9.7%)	(1.5%)	11.7%	14.3	2.2%	32%	47%	34%	33%	1.5	1.5	7.7	36.9%
2001	3.1	5.2	4.6%	1.2	5.5%	1.9	10.3%	24.0%	3.3%	8.2%	24.5	2.1%	51%	45%	33%	29%	1.8	1.5	6.5	36.9%
2002	2.5	5.6	5.5%	1.2	6.7%	1.8	12.1%	(0.3%)	3.6%	9.6%	19.2	2.2%	43%	44%	31%	25%	1.7	1.3	9.5	35.9%
2003	2.9	5.8	4.7%	1.2	5.6%	1.8	10.1%	(1.2%)	6.9%	8.5%	20.6	2.5%	51%	46%	33%	23%	2.2	1.3	7.6	34.7%
2004	2.2	6.3	5.6%	1.3	7.1%	1.8	12.9%	34.1%	9.3%	10.7%	19.6	2.0%	40%	45%	32%	22%	1.8	1.1	10.1	32.5%
2005	2.4	6.0	4.7%	1.3	6.1%	1.8	11.0%	(17.0%)	3.3%	9.0%	17.7	2.7%	49%	45%	30%	29%	1.8	1.7	8.5	29.4%
2006	2.7	5.7	5.5%	1.3	7.2%	1.8	13.1%	7.0%	6.0%	10.2%	14.9	2.8%	42%	45%	31%	28%	1.7	1.5	8.6	30.9%

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

Times interest earned = income before interest expense & taxes / net interest expense

58 Year Financial History

Ratios -- Page 2

For the Fiscal Year	Liquidity		Measures of Return on Investment								Measures of Solvency						Other			
	Current Ratio	Inventory Turnover	Du Pont Formula				Total Shareholder Return (TSR)		Return on Invested Capital	Trailing P/E Multiple (Dec. 31)	Dividend Yield	Payout Ratio to Common 1 Yr.	Total Liab to Assets	Debt to Total Capital	Net Debt to Net Capital	Debt to EBITDA	Net Debt to EBITDA	Times Interest Earned	Tax Rate	
			Return on Sales	Asset Turnover	After-tax Return on Avg Assets	Return on Leverage	Return on Average Equity	1 Year												3 Year CAGR
Adjusted Continuing Operations (see explanation below)																				
2005	2.1	n/a	5.9%	n/a	n/a	n/a	n/a	(17.0%)	3.3%	21.9%	17.8	2.7%	49%	52%	37%	35%	1.9	1.8	9.0	32.0%
2006	2.5	5.5	5.7%	1.2	7.1%	2.1	15.0%	7.0%	6.0%	10.8%	18.4	2.8%	51%	53%	38%	35%	2.0	1.8	7.6	32.5%
2007	2.1	5.6	5.1%	1.2	6.2%	2.1	13.1%	(23.8%)	(11.8%)	9.9%	14.5	4.5%	65%	53%	38%	33%	2.1	1.7	6.3	30.5%
2008	2.5	6.2	3.6%	1.2	4.4%	2.0	9.0%	(7.2%)	(8.4%)	7.3%	17.5	6.6%	115%	48%	34%	29%	2.1	1.7	5.6	34.7%
2009	2.3	4.7	4.6%	0.9	4.0%	2.0	7.8%	41.0%	(1.0%)	6.7%	26.6	5.0%	133%	49%	32%	24%	2.3	1.6	6.1	35.4%
2010	2.3	5.6	5.7%	1.0	5.7%	2.0	11.1%	16.8%	14.0%	9.7%	20.5	4.7%	95%	49%	31%	23%	2.0	1.3	7.4	28.3%
2011	2.1	6.1	5.4%	1.1	6.1%	2.1	12.7%	6.1%	20.0%	10.4%	18.9	4.8%	90%	55%	36%	29%	2.2	1.6	7.4	26.8%
2012	1.8	5.8	5.9%	1.1	6.6%	2.2	14.7%	23.1%	14.4%	11.4%	19.6	4.2%	82%	56%	39%	29%	2.4	1.6	7.5	28.8%
2013	1.5	5.6	6.3%	1.1	6.9%	2.2	15.5%	18.0%	14.7%	12.1%	20.7	3.8%	79%	55%	35%	27%	2.0	1.3	7.4	24.6%
2014	1.4	6.1	6.7%	1.2	8.2%	2.4	20.0%	41.7%	26.1%	15.1%	23.9	2.9%	68%	63%	41%	32%	1.9	1.3	9.2	26.0%
2015 ¹	1.9	6.1	7.8%	1.3	10.0%	2.7	27.2%	1.6%	18.8%	18.9%	19.6	3.0%	59%	63%	41%	34%	1.7	1.2	11.2	26.3%
2016 ¹	1.9	5.3	9.5%	1.3	11.9%	2.7	32.1%	19.5%	19.4%	21.4%	19.2	2.7%	53%	63%	42%	33%	1.5	1.1	13.0	24.0%
2017 ¹	1.9	5.2	8.9%	1.2	10.6%	2.8	30.0%	0.6%	6.7%	20.2%	18.6	3.0%	55%	66%	45%	32%	2.1	1.2	11.1	21.5%
2018 ¹	1.9	5.1	8.4%	1.2	10.2%	2.9	29.5%	(21.8%)	(1.5%)	19.6%	13.5	4.2%	57%	65%			1.8	1.4	8.7	21.0%
2019 ¹	1.7	5.4	6.8%	1.1	7.8%	3.3	25.4%	46.2%	4.2%	14.2%	21.2	3.1%	66%	72%			3.1	2.7	5.5	21.8%
2020 ¹	1.6	4.9	6.9%	0.9	6.1%	3.5	21.2%	(9.7%)	0.9%	10.9%	20.5	3.6%	74%	70%			3.0	2.4	5.5	21.2%
2021	1.5	4.8	7.5%	1.0	7.5%	3.3	24.8%	(3.3%)	8.7%	13.1%	14.8	4.0%	60%	69%			2.8	2.3	7.4	22.8%
2022	2.0	4.4	6.0%	1.0	5.9%	3.2	18.8%	(17.5%)	(9.9%)	10.4%	14.2	5.4%	77%	68%			3.1	2.7	5.7	23.2%
2023	1.5	4.5	4.0%	1.0	3.9%	3.3	12.7%	(13.2%)	(10.8%)	7.4%	18.8	7.0%	131%	71%			3.9	3.2	3.8	24.5%
2024	2.0	4.7	3.3%	1.1	3.5%	4.1	14.2%	(61.0%)	(30.6%)	7.4%	9.1	6.4%	58%	81%			4.6	3.8	3.1	22.9%

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.

¹ Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO. 2015 - 2020 financial data has been adjusted to apply the effects of the change.

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

Times interest earned = income before interest expense & taxes / net interest expense

Foreign Sales Data

Dollars in millions

The Company's operations outside of the United States are principally in Europe, China, Canada, and Mexico. The sales information below is compiled based on the areas we have operations, primarily manufacturing locations.

Year ended Dec. 31	Continuing Operations											2014-2024
	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014 ¹	CAGR
External Sales												
United States	2,633	2,877	3,349	3,271	2,846	3,133	2,682	2,488	2,467	2,704	2,599	0.1%
% U.S.	60.1%	60.9%	65.1%	64.5%	66.5%	65.9%	62.8%	63.1%	65.8%	69.0%	68.7%	
Canada and Mexico	504	529	542	538	477	569	473	414	348	320	297	5.4%
Europe	661	715	625	589	421	509	526	475	445	427	423	4.6%
China	444	465	502	559	442	450	495	482	420	392	390	1.3%
Other Foreign	143	139	129	116	95	93	95	86	69	74	74	6.8%
Subtotal - Foreign	1,751	1,848	1,797	1,802	1,434	1,620	1,588	1,456	1,283	1,214	1,183	
% Foreign	39.9%	39.1%	34.9%	35.5%	33.5%	34.1%	37.2%	36.9%	34.2%	31.0%	31.3%	
Total	4,384	4,725	5,147	5,073	4,280	4,753	4,270	3,944	3,750	3,917	3,782	1.5%
New Countries Entered			Germany	Ireland						Poland		

¹ Sales for 2014 reflect Store Fixtures as discontinued operations.

Quarterly Financial Data

	1Q07	2Q07	3Q07	4Q07	2007	1Q08	2Q08	3Q08	4Q08	2008	1Q09	2Q09	3Q09	4Q09	2009	1Q10	2Q10	3Q10	4Q10	2010	
Income																					
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	863	3454	821	867	925	772	3385	593	610	623	600	2425	651	695	698	660	2704	
Gross Profit	197	207	216	177	796	177	196	207	111	691	125	147	187	170	630	166	180	169	142	655	
%	18.8%	19.3%	19.7%	17.0%	18.7%	17.7%	18.5%	18.3%	12.5%	17.0%	17.4%	19.4%	23.1%	22.1%	20.6%	20.3%	20.6%	19.5%	17.6%	19.5%	
SGA	100	113	106	110	430	104	108	106	106	423	102	89	85	87	363	92	89	88	86	354	
Oper Income	96	94	110	67	366	73	89	102	4	268	23	58	103	83	267	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)	(1)	(2)	151	146	(3)	0	(1)	15	11	1	12	2	1	16	(9)	1	1	1	(7)	
EBIT	93	88	107	(91)	197	70	82	96	(17)	232	18	41	95	77	230	77	85	76	50	288	
%	8.8%	8.3%	9.8%	(8.8%)	4.6%	7.0%	7.8%	8.5%	(1.9%)	5.7%	2.5%	5.4%	11.7%	10.0%	7.5%	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	81	76	94	(103)	147	59	71	87	(25)	193	10	33	87	69	198	69	77	68	41	256	
Taxes	24	18	29	12	82	19	26	37	(17)	65	7	14	31	26	77	22	24	18	9	72	
Net Earnings - Continuing	57	58	66	(116)	65	40	45	50	(8)	128	3	19	56	43	121	48	54	50	33	184	
Discontinued Operations, net of tax	19	4	2	(95)	(71)	4	3	(16)	(10)	(19)	(0)	0	(1)	(5)	(6)	(1)	1	(1)	(0)	(1)	
Net Earnings	77	62	67	(211)	(6)	45	48	34	(17)	109	3	19	56	37	115	47	54	49	33	183	
Less: Non-controlling Interest	1	2	1	2	6	1	2	1	1	5	(0)	(0)	1	2	3	2	1	2	1	6	
Net Earnings Attributable to Leggett	76	60	66	(213)	(11)	43	46	33	(18)	104	3	19	54	35	112	45	53	47	31	177	
%	7.2%	5.6%	6.0%	(20.4%)	(0.3%)	4.3%	4.4%	2.9%	(2.0%)	2.6%	0.5%	2.6%	6.7%	4.6%	3.7%	5.5%	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	
EBITDA	126	125	142	(53)	340	105	119	131	18	373	49	74	128	110	361	109	114	106	82	411	
Earnings (Loss) Per Share																					
From Continuing Operations	\$0.31	\$0.31	\$0.36	(\$0.67)	\$0.33	\$0.23	\$0.25	\$0.29	(\$0.05)	\$0.73	\$0.02	\$0.12	\$0.34	\$0.26	\$0.74	\$0.30	\$0.34	\$0.31	\$0.21	\$1.16	
From Discontinued Operations	\$0.10	\$0.02	\$0.01	(\$0.54)	(\$0.39)	\$0.02	\$0.02	(\$0.09)	(\$0.06)	(\$0.11)	(\$0.00)	\$0.00	(\$0.00)	(\$0.03)	(\$0.04)	(\$0.00)	\$0.00	(\$0.00)	(\$0.00)	(\$0.01)	
Net Earnings (Loss) Per Share	\$0.41	\$0.33	\$0.37	(\$1.21)	(\$0.06)	\$0.25	\$0.27	\$0.20	(\$0.11)	\$0.62	\$0.02	\$0.12	\$0.34	\$0.23	\$0.70	\$0.29	\$0.34	\$0.31	\$0.21	\$1.15	
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	
Cash Flow Info																					
Cash from Operations	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	
Balance Sheet																					
Cash & Equivalents					205	188	203	211	165	165	160	222	222	261	261	247	244	277	245	245	
Receivables					630	666	684	721	551	551	493	493	549	470	470	524	537	547	479	479	
Inventory					591	599	669	645	495	495	453	411	397	409	409	439	452	449	435	435	
Other Current					105	96	101	74	66	66	70	69	65	58	58	53	56	36	60	60	
Current Assets					1531	1550	1657	1652	1276	1276	1176	1195	1232	1197	1197	1263	1288	1308	1219	1219	
Net Fixed Assets					727	736	740	722	681	681	671	686	664	669	669	641	625	621	624	624	
Goodwill & Other					1237	1239	1257	1250	1144	1144	1118	1131	1138	1152	1152	1143	1120	1125	1158	1158	
Total Assets					3496	3526	3653	3624	3101	3101	2965	3012	3035	3018	3018	3047	3033	3055	3001	3001	
Accounts Payable					225	242	279	271	175	175	160	186	209	199	199	241	257	232	226	226	
Current Portion LTD					89	74	11	17	22	22	17	17	2	10	10	10	10	10	2	2	
Current Operating Lease Liabilities																					
Other Current					408	383	389	382	319	319	306	293	324	322	322	313	300	308	294	294	
Current Liabilities					722	699	679	670	517	517	483	497	535	532	532	563	567	550	523	523	
LTD					1001	1096	1228	998	851	851	793	773	772	789	789	822	855	834	762	762	
Operating Lease Liabilities																					
Def Tax & Other					139	147	164	147	134	134	117	129	155	161	161	162	165	180	191	191	
Shareholders' Equity					1635	1584	1582	1808	1599	1599	1572	1614	1572	1535	1535	1499	1447	1491	1524	1524	
Capitalization					2774	2827	2974	2954	2584	2584	2482	2515	2500	2486	2486	2484	2467	2505	2478	2478	
Total Liab. & Equity					3496	3526	3653	3624	3101	3101	2965	3012	3035	3018	3018	3047	3033	3055	3001	3001	

Quarterly Financial Data

	1Q11	2Q11	3Q11	4Q11	2011	1Q12 ¹	2Q12 ¹	3Q12 ¹	4Q12 ¹	2012 ¹	1Q13 ¹	2Q13 ¹	3Q13 ¹	4Q13 ¹	2013 ¹	1Q14 ¹	2Q14 ¹	3Q14 ¹	4Q14 ¹	2014 ¹	
Income																					
Net Trade Sales	896	945	941	854	3636	876	867	863	809	3415	861	880	878	859	3477	876	956	997	953	3782	
COGS	<u>726</u>	<u>763</u>	<u>771</u>	<u>711</u>	<u>2971</u>	<u>708</u>	<u>692</u>	<u>684</u>	<u>636</u>	<u>2719</u>	<u>681</u>	<u>694</u>	<u>698</u>	<u>694</u>	<u>2767</u>	<u>699</u>	<u>755</u>	<u>788</u>	<u>750</u>	<u>2992</u>	
Gross Profit	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%	21.4%	20.9%
SGA	<u>96</u>	<u>98</u>	<u>94</u>	<u>94</u>	<u>382</u>	<u>90</u>	<u>84</u>	<u>87</u>	<u>88</u>	<u>348</u>	<u>99</u>	<u>92</u>	<u>85</u>	<u>91</u>	<u>368</u>	<u>92</u>	<u>94</u>	<u>131</u>	<u>132</u>	<u>450</u>	
Oper Income	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	<u>(5)</u>	<u>(0)</u>	<u>0</u>	<u>31</u>	<u>27</u>	<u>0</u>	<u>(1)</u>	<u>(1)</u>	<u>(1)</u>	<u>(2)</u>	<u>(4)</u>	<u>(3)</u>	<u>(11)</u>	<u>60</u>	<u>42</u>	<u>(6)</u>	<u>(0)</u>	<u>(3)</u>	<u>(2)</u>	<u>(10)</u>	
EBIT	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	<u>2</u>	<u>2</u>	<u>1</u>	<u>2</u>	<u>7</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>7</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>8</u>	<u>1</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>6</u>	
Earnings Before Taxes	66	72	63	5	206	64	78	78	68	288	68	82	91	(4)	238	77	93	67	59	296	
Taxes	<u>20</u>	<u>17</u>	<u>18</u>	<u>(5)</u>	<u>50</u>	<u>20</u>	<u>20</u>	<u>27</u>	<u>(11)</u>	<u>56</u>	<u>19</u>	<u>23</u>	<u>24</u>	<u>(14)</u>	<u>51</u>	<u>21</u>	<u>24</u>	<u>13</u>	<u>13</u>	<u>70</u>	
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	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>7</u>	<u>16</u>	<u>(5)</u>	<u>19</u>	<u>(0)</u>	<u>12</u>	<u>6</u>	<u>(4)</u>	<u>13</u>	<u>(2)</u>	<u>(93)</u>	<u>(4)</u>	<u>(25)</u>	<u>(124)</u>	
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	<u>1</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>3</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>2</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>3</u>	
Net Earnings Attributable to Leggett	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	
EBITDA	104	109	100	42	355	100	113	117	106	436	107	119	127	38	391	115	132	104	98	449	
Earnings (Loss) Per Share																					
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	
Cash Flow Info																					
Cash from Operations	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	
Balance Sheet																					
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	<u>57</u>	<u>40</u>	<u>39</u>	<u>43</u>	<u>43</u>	<u>44</u>	<u>54</u>	<u>53</u>	<u>45</u>	<u>45</u>	<u>44</u>	<u>44</u>	<u>45</u>	<u>46</u>	<u>46</u>	<u>48</u>	<u>55</u>	<u>131</u>	<u>92</u>	<u>92</u>	
Current Assets	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	<u>1160</u>	<u>1159</u>	<u>1130</u>	<u>1111</u>	<u>1111</u>	<u>1270</u>	<u>1259</u>	<u>1292</u>	<u>1343</u>	<u>1343</u>	<u>1336</u>	<u>1329</u>	<u>1317</u>	<u>1252</u>	<u>1252</u>	<u>1247</u>	<u>1171</u>	<u>1203</u>	<u>1152</u>	<u>1152</u>	
Total Assets	3067	3095	3022	2915	2915	3213	3240	3246	3255	3255	3428	3279	3305	3108	3108	3222	3243	3185	3141	3140.5	
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	<u>282</u>	<u>293</u>	<u>328</u>	<u>327</u>	<u>327</u>	<u>325</u>	<u>359</u>	<u>302</u>	<u>244</u>	<u>244</u>	<u>271</u>	<u>291</u>	<u>312</u>	<u>309</u>	<u>309</u>	<u>302</u>	<u>307</u>	<u>406</u>	<u>421</u>	<u>421</u>	
Current Liabilities	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	<u>1458</u>	<u>1455</u>	<u>1338</u>	<u>1308</u>	<u>1308</u>	<u>1343</u>	<u>1347</u>	<u>1401</u>	<u>1442</u>	<u>1442</u>	<u>1440</u>	<u>1434</u>	<u>1464</u>	<u>1399</u>	<u>1399</u>	<u>1371</u>	<u>1262</u>	<u>1229</u>	<u>1155</u>	<u>1155</u>	
Capitalization	2481	2517	2418	2329	2329	2587	2359	2450	2524	2524	2635	2648	2666	2279	2279	2388	2379	2040	2148	2148	
Total Liab. & Equity	3067	3095	3022	2915	2915	3213	3240	3246	3255	3255	3428	3279	3305	3108	3108	3222	3243	3185	3141	3141	

¹ Quarterly Income Statements for 2012 through 2014 reflect Store Fixtures as discontinued operations.

Quarterly Financial Data

	1Q15 ²	2Q15 ²	3Q15 ²	4Q15 ²	2015 ²	1Q16 ²	2Q16 ²	3Q16 ²	4Q16 ²	2016 ²	1Q17 ²	2Q17 ²	3Q17 ²	4Q17 ²	2017 ²	1Q18 ²	2Q18 ²	3Q18 ²	4Q18 ²	2018 ²	
Income																					
Net Trade Sales	966.2	997	1009	945	3917	938	959	949	904	3750	960	989	1010	985	3944	1029	1102	1092	1047	4270	
COGS	753.4	773	782	732	3040	705	718	726	687	2837	734	757	787	770	3047	806	859	859	834	3357	
Gross Profit	212.8	225	227	212	877	233	241	223	217	913	227	232	223	215	897	223	243	232	213	912	
%	22.0%	22.5%	22.5%	22.5%	22.4%	24.9%	25.1%	23.5%	24.0%	24.4%	23.6%	23.5%	22.1%	21.8%	22.7%	21.7%	22.1%	21.3%	20.3%	21.4%	
SGA	97.5	107	97	116	417	105	100	94	97	396	106	105	95	94	401	105	108	101	112	425	
Oper Income	115.3	118	130	97	460	128	141	129	120	518	120	128	128	120	496	119	136	132	101	487	
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	3	(4)	(19)	(2)	(14)	(38)	(0)	(1)	6	(11)	(7)	0	(3)	(3)	12	6	
EBIT	107	113	128	89	436	127	155	126	128	536	116	124	116	127	482	113	134	130	84	460	
%	11.0%	11.3%	12.6%	9.4%	11.1%	13.5%	16.2%	13.2%	14.2%	14.3%	12.0%	12.5%	11.5%	12.8%	12.2%	11.0%	12.1%	11.9%	8.0%	10.8%	
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	97	103	118	81	399	118	146	117	120	501	107	115	108	117	446	101	120	119	68	408	
Taxes	27	30	31	15	103	28	41	26	31	125	21	27	20	71	138	19	26	25	15	84	
Net Earnings - Continuing	70	73	88	66	297	91	105	91	89	376	86	89	88	46	308	82	94	94	53	324	
Discontinued Operations, net of tax	(1)	2	(0)	0	1	0	20	0	(1)	19	0	0	(1)	0	(1)	0	0	0	0	0	
Net Earnings	70	75	87	66	298	91	125	91	88	395	86	89	87	46	307	82	94	94	53	324	
Less: Non-controlling Interest	1	1	1	1	4	2	(1)	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net Earnings Attributable to Leggett	69	74	87	65	294	89	127	90	88	394	86	89	87	46	307	82	94	94	53	323	
%	7.1%	7.4%	8.6%	6.9%	7.5%	9.5%	13.2%	9.5%	9.7%	10.5%	9.0%	9.0%	8.6%	4.6%	7.8%	8.0%	8.6%	8.6%	5.1%	7.6%	
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	
EBITDA	136	140	156	117	549	155	184	155	157	651	146	156	148	158	608	147	167	163	119	596	
Earnings (Loss) Per Share																					
From Continuing Operations	\$0.48	\$0.50	\$0.61	\$0.46	\$2.05	\$0.63	\$0.76	\$0.65	\$0.64	\$2.68	\$0.62	\$0.64	\$0.65	\$0.34	\$2.25	\$0.60	\$0.70	\$0.70	\$0.39	\$2.39	
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	\$0.48	\$0.51	\$0.61	\$0.46	\$2.06	\$0.63	\$0.90	\$0.65	\$0.63	\$2.82	\$0.62	\$0.64	\$0.64	\$0.34	\$2.24	\$0.60	\$0.70	\$0.70	\$0.39	\$2.39	
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	
Cash Flow Info																					
Cash from Operations	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	
Balance Sheet																					
Cash & Equivalents					253					282					526					268	
Receivables					520					487					595					572	
Inventory					519					547					613					700	
Other Current					33					37					74					51	
Current Assets					1325					1353					1809					1590	
Net Fixed Assets					541					566					664					729	
Goodwill & Other					1112					1094					1120					1129	
Total Assets					2978					3012					3593					3448	
Accounts Payable					307					351					430					465	
Current Portion LTD					3					4					154					1	
Current Operating Lease Liabilities																					
Other Current					391					352					392					349	
Current Liabilities					701					707					976					816	
LTD					942					956					1098					1168	
Operating Lease Liabilities																					
Def Tax & Other					229					238					297					257	
Shareholders' Equity					1106					1111					1222					1206	
Capitalization					2277					2305					2617					2631	
Total Liab. & Equity					2978					3012					3593					3447	

² Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO. 2015 - 2020 financial data has been adjusted to apply the effects of the change.

Quarterly Financial Data

	1Q19 ²	2Q19 ²	3Q19 ²	4Q19 ²	2019 ²	1Q20 ²	2Q20 ²	3Q20 ²	4Q20 ²	2020 ²	1Q21	2Q21	3Q21	4Q21	2021	1Q22	2Q22	3Q22	4Q22	2022	
Income																					
Net Trade Sales	1155	1213	1239	1145	4753	1046	845	1208	1182	4280	1151	1270	1319	1333	5073	1322	1334	1294	1196	5147	
COGS	921	953	970	885	3729	825	699	938	915	3376	903	1000	1063	1068	4034	1055	1066	1064	985	4170	
Gross Profit	234	260	270	260	1024	221	147	270	267	904	248	269	256	265	1038	267	268	231	211	977	
%	20.3%	21.4%	21.8%	22.7%	21.5%	21.1%	17.3%	22.3%	22.6%	21.1%	21.5%	21.2%	19.4%	19.9%	20.5%	20.2%	20.1%	17.8%	17.6%	19.0%	
SGA	119	118	115	118	470	118	97	106	104	424	106	113	104	100	422	112	105	100	110	427	
Oper Income	116	142	154	143	554	103	49	164	163	480	141	157	153	166	616	156	163	130	101	549	
Amortization	14	17	16	16	63	16	16	16	16	65	16	18	18	16	68	17	16	17	17	67	
Other	2	(2)	(0)	4	4	8	10	(2)	(9)	7	(2)	(33)	(10)	(2)	(47)	1	4	0	(7)	(2)	
EBIT	99	127	138	123	487	79	23	150	156	408	128	172	144	152	596	138	143	113	91	485	
%	8.6%	10.4%	11.2%	10.7%	10.2%	7.5%	2.7%	12.4%	13.2%	9.5%	11.1%	13.5%	10.9%	11.4%	11.7%	10.4%	10.7%	8.7%	7.6%	9.4%	
Interest Expense	21	25	23	22	91	21	21	21	20	83	19	20	19	19	77	21	21	21	23	86	
Interest Income	1	3	2	2	7	1	1	1	1	3	1	1	1	0	3	1	1	1	1	4	
Earnings Before Taxes	79	105	117	103	404	59	2	130	137	328	109	153	126	134	522	118	123	94	69	404	
Taxes	17	25	22	25	89	15	8	23	29	75	22	41	29	28	120	28	28	22	16	94	
Net Earnings - Continuing	62	79	95	78	314	44	(6)	107	108	253	88	112	97	106	403	90	95	72	53	310	
Discontinued Operations, net of tax	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net Earnings	62	79	95	78	314	44	(6)	107	108	253	88	112	97	106	403	90	95	72	53	310	
Less: Non-controlling Interest	(0)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net Earnings Attributable to Leggett	62	79	95	78	314	44	(6)	107	108	253	88	112	97	106	402	90	95	71	53	310	
%	5.4%	6.5%	7.7%	6.8%	6.6%	4.2%	-0.7%	8.9%	9.1%	5.9%	7.6%	8.8%	7.4%	7.9%	7.9%	6.8%	7.1%	5.5%	4.4%	6.0%	
Depreciation	29	29	30	30	118	30	29	30	31	119	29	29	29	29	117	28	28	27	27	110	
Amortization	17	21	19	18	74	17	17	17	18	70	17	19	18	17	71	18	17	17	18	70	
EBITDA	146	177	187	170	679	126	69	197	204	597	174	220	191	199	783	183	188	157	137	665	
Earnings (Loss) Per Share																					
From Continuing Operations	\$0.46	\$0.59	\$0.70	\$0.57	\$2.32	\$0.33	(\$0.05)	\$0.79	\$0.79	\$1.86	\$0.64	\$0.82	\$0.71	\$0.77	\$2.94	\$0.66	\$0.70	\$0.52	\$0.39	\$2.27	
From Discontinued Operations	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$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	\$0.46	\$0.59	\$0.70	\$0.57	\$2.32	\$0.33	(\$0.05)	\$0.79	\$0.79	\$1.86	\$0.64	\$0.82	\$0.71	\$0.77	\$2.94	\$0.66	\$0.70	\$0.52	\$0.39	\$2.27	
Diluted Shares	135	135	135	136	135	136	136	136	136	136	136	137	137	137	137	137	137	136	136	137	
Dividends	\$0.38	\$0.40	\$0.40	\$0.40	\$1.58	\$0.40	\$0.40	\$0.40	\$0.40	\$1.60	\$0.40	\$0.42	\$0.42	\$0.42	\$1.66	\$0.42	\$0.44	\$0.44	\$0.44	\$1.74	
Cash Flow Info																					
Cash from Operations	31	172	213	251	668	10	112	261	219	603	(11)	41	50	191	271	39	90	66	247	441	
Adds to PPE	32	39	33	40	143	24	19	9	14	66	24	25	27	31	107	19	22	25	35	100	
Acquisitions (net of cash)	1244	0	0	21	1265	0	0	0	0	0	27	125	0	0	153	0	0	63	21	83	
Dividends paid	50	50	53	53	205	53	53	53	53	212	53	53	56	56	218	56	56	59	58	229	
Balance Sheet																					
Cash & Equivalents	263	290	242	248	248	506	209	245	349	349	334	232	235	362	362	327	270	226	317	317	
Receivables	665	700	677	592	592	568	577	642	564	564	603	705	699	652	652	705	723	730	675	675	
Inventory	744	714	687	676	676	692	611	625	692	692	802	893	970	993	993	1046	1027	976	908	908	
Other Current	54	56	50	62	62	53	50	46	54	54	51	65	80	59	59	60	72	69	59	59	
Current Assets	1726	1760	1656	1577	1577	1819	1447	1558	1658	1658	1789	1895	1984	2065	2065	2138	2092	2001	1958	1958	
Net Fixed Assets	810	818	817	831	831	810	797	786	785	785	775	786	780	782	782	769	750	741	772	772	
Goodwill & Other	2485	2481	2436	2448	2448	2391	2374	2360	2357	2357	2347	2469	2471	2461	2461	2435	2388	2433	2456	2456	
Total Assets	5021	5059	4909	4855	4855	5019	4619	4704	4800	4800	4912	5150	5235	5307	5307	5342	5231	5175	5186	5186	
Accounts Payable	431	453	467	463	463	429	361	494	552	552	536	612	607	614	614	622	602	513	518	518	
Current Portion LTD	51	51	51	51	51	51	51	51	51	51	51	51	300	301	301	301	301	7	9	9	
Current Operating Lease Liabilities	38	39	38	39	39	40	42	42	42	42	43	44	44	45	45	46	45	45	50	50	
Other Current	346	358	364	374	374	335	321	360	361	361	366	400	387	377	377	382	383	400	391	391	
Current Liabilities	867	900	921	928	928	855	776	947	1006	1006	996	1107	1338	1336	1336	1351	1331	965	968	968	
LTD	2410	2364	2197	2067	2067	2415	2083	1909	1849	1849	1953	1975	1766	1790	1790	1803	1790	2134	2074	2074	
Operating Lease Liabilities	119	131	119	122	122	118	129	125	122	122	115	127	149	153	153	150	150	151	154	154	
Def Tax & Other	379	382	378	397	397	365	389	392	398	398	392	405	405	380	380	366	346	363	349	349	
Shareholders' Equity	1245	1282	1294	1342	1342	1266	1242	1330	1425	1425	1456	1536	1578	1649	1649	1671	1615	1563	1641	1641	
Capitalization	4154	4159	3988	3927	3927	4164	3843	3756	3794	3794	3916	4043	3897	3972	3972	3991	3899	4210	4218	4218	
Total Liab. & Equity	5021	5059	4909	4855	4855	5019	4619	4704	4800	4800	4911	5150	5235	5307	5307	5342	5231	5175	5186	5186	

Quarterly Financial Data

	1Q23	2Q23	3Q23	4Q23	2023	1Q24	2Q24	3Q24	4Q24	2024	1Q25	2Q25	3Q25	2025
Income														
Net Trade Sales	1214	1221	1175	1115	4725	1097	1129	1102	1056	4384	1022	1058	1036	3117
COGS	995	1000	961	915	3872	911	942	901	881	3635	832	865	843	2540
Gross Profit	219	221	214	200	854	186	187	201	176	749	190	193	194	576
%	18.0%	18.1%	18.2%	17.9%	18.1%	17.0%	16.5%	18.2%	16.6%	17.1%	18.6%	18.2%	18.7%	18.5%
SGA	116	119	109	121	465	126	132	127	124	509	124	118	125	367
Oper Income	103	102	105	79	388	61	55	74	51	240	66	74	69	210
Amortization	17	17	18	17	69	5	5	7	5	22	5	4	4	12
Other	(4)	(11)	(4)	428	410	(7)	665	(11)	2	648	(2)	(20)	(106)	(127)
EBIT	89	96	91	(367)	(90)	63	(614)	78	44	(430)	63	90	171	324
%	7.4%	7.8%	7.8%	-32.9%	-1.9%	5.7%	-54.4%	7.1%	4.1%	-9.8%	6.2%	8.5%	16.5%	10.4%
Interest Expense	22	23	22	21	88	22	22	21	21	86	19	21	19	58
Interest Income	1	1	2	2	5	1	2	1	2	7	1	2	2	5
Earnings Before Taxes	68	74	71	(386)	(173)	42	(634)	58	25	(509)	45	72	154	271
Taxes	15	20	18	(89)	(37)	11	(32)	13	11	2	15	19	27	61
Net Earnings - Continuing	53	54	53	(297)	(137)	32	(602)	45	14	(511)	31	53	127	210
Discontinued Operations, net of tax	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Earnings	53	54	53	(297)	(137)	32	(602)	45	14	(511)	31	53	127	210
Less: Non-controlling Interest	0	0	0	(0)	0	0	0	0	0	0	0	0	(0)	(0)
Net Earnings Attributable to Leggett	53	54	53	(297)	(137)	32	(602)	45	14	(511)	31	53	127	210
%	4.4%	4.4%	4.5%	-26.7%	-2.9%	2.9%	-53.4%	4.1%	1.3%	-11.7%	3.0%	5.0%	12.3%	6.7%
Depreciation	27	27	27	28	109	28	28	28	29	112	26	26	25	77
Amortization	18	18	18	17	71	5	5	9	6	24	5	4	4	14
EBITDA	135	140	136	(322)	90	96	(582)	114	78	(294)	95	120	201	415
Earnings (Loss) Per Share														
From Continuing Operations	\$0.39	\$0.40	\$0.39	(\$2.18)	(\$1.00)	\$0.23	(\$4.39)	\$0.33	\$0.10	(\$3.73)	\$0.22	\$0.38	\$0.91	\$1.51
From Discontinued Operations	\$0.00	\$0.00	\$0.00	\$0.00	\$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	\$0.39	\$0.40	\$0.39	(\$2.18)	(\$1.00)	\$0.23	(\$4.39)	\$0.33	\$0.10	(\$3.73)	\$0.22	\$0.38	\$0.91	\$1.51
Diluted Shares	136	137	137	137	136	137	137	138	138	137	139	140	140	140
Dividends	\$0.44	\$0.46	\$0.46	\$0.46	\$1.82	\$0.46	\$0.05	\$0.05	\$0.05	\$0.61	\$0.05	\$0.05	\$0.05	\$0.15
Cash Flow Info														
Cash from Operations	97	111	144	146	497	(6)	94	96	122	306	7	84	126	217
Adds to PPE	38	31	22	23	114	26	16	18	22	82	13	9	16	38
Acquisitions (net of cash)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dividends paid	58	59	61	61	239	61	62	7	7	136	7	7	7	20
Balance Sheet														
Cash & Equivalents	345	272	274	366	366	361	307	277	350	350	413	369	461	461
Receivables	718	703	711	637	637	635	649	638	559	559	558	577	568	568
Inventory	893	858	835	820	820	807	755	754	723	723	678	649	634	634
Other Current	59	73	66	59	59	57	78	65	58	58	135	148	46	46
Current Assets	2015	1906	1886	1881	1881	1860	1789	1735	1691	1691	1784	1743	1709	1709
Net Fixed Assets	787	789	777	781	781	772	757	749	724	724	692	686	673	673
Goodwill & Other	2469	2449	2415	1972	1972	1982	1294	1297	1247	1247	1273	1275	1143	1143
Total Assets	5270	5144	5078	4635	4635	4615	3839	3780	3662	3662	3749	3704	3525	3525
Accounts Payable	552	507	534	536	536	496	522	516	498	498	477	468	485	485
Current Portion LTD	9	8	9	308	308	304	301	301	1	1	1	1	1	1
Current Operating Lease Liabilities	55	56	56	57	57	58	57	54	53	53	52	51	46	46
Other Current	352	384	410	361	361	331	288	301	294	294	281	282	261	261
Current Liabilities	969	956	1009	1263	1263	1188	1168	1172	846	846	810	802	794	794
LTD	2109	2016	1963	1680	1680	1773	1702	1578	1863	1863	1935	1792	1496	1496
Operating Lease Liabilities	176	167	157	151	151	159	149	143	131	131	119	111	120	120
Def Tax & Other	350	337	313	208	208	206	152	145	131	131	137	142	143	143
Shareholders' Equity	1667	1669	1636	1334	1334	1290	668	742	690	690	748	856	972	972
Capitalization	4301	4189	4069	3372	3372	3427	2671	2608	2815	2815	2939	2901	2731	2731
Total Liab. & Equity	5270	5144	5078	4635	4635	4615	3839	3780	3662	3662	3749	3704	3525	3525

Adjusted Continuing Ops ¹

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

¹ Adjusted continuing operations exclude unusual items to better reflect operating performance in each year.

Adjusted Continuing Ops ¹

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

² Quarterly Income Statements for 2012 through 2014 reflect Store Fixtures as discontinued operations.

Adjusted Continuing Ops ¹

	1Q15 ³	2Q15 ³	3Q15 ³	4Q15 ³	2015 ³	1Q16 ³	2Q16 ³	3Q16 ³	4Q16 ³	2016 ³	1Q17 ³	2Q17 ³	3Q17 ³	4Q17 ³	2017 ³	1Q18 ³	2Q18 ³	3Q18 ³	4Q18 ³	2018 ³	
Income																					
Net Trade Sales	966	997	1009	945	3,917	938	959	949	904	3,750	960	989	1,010	985	3,944	1,029	1,102	1,092	1,047	4,270	
COGS	753	773	782	724	3,032	705	718	726	687	2,837	734	757	787	757	3,034	806	859	859	823	3,347	
Gross Profit	213	225	227	221	885	233	241	223	217	913	227	232	223	228	910	223	243	232	224	923	
%	22.0%	22.5%	22.5%	23.4%	22.6%	24.9%	25.1%	23.5%	24.0%	24.4%	23.6%	23.5%	22.1%	23.1%	23.1%	21.7%	22.1%	21.3%	21.4%	21.6%	
SGA	98	105	97	108	408	105	107	94	97	403	106	105	95	92	398	105	108	101	92	405	
Oper Income	115	119	130	113	478	128	134	129	120	511	120	128	128	136	511	119	136	132	132	517	
Amortization	5	5	5	5	21	5	5	5	5	20	5	5	6	5	21	5	5	5	5	21	
Other	(2)	(0)	(3)	2	(3)	(4)	(10)	(2)	2	(14)	(0)	(1)	(2)	12	9	0	(3)	(3)	0	(6)	
EBIT	112	115	128	105	459	127	140	126	113	504	116	124	124	118	482	113	134	130	126	503	
%	11.6%	11.5%	12.6%	11.1%	11.7%	13.5%	14.6%	13.2%	12.4%	13.5%	12.0%	12.5%	12.3%	12.0%	12.2%	11.0%	12.1%	11.9%	12.1%	11.8%	
Interest Expense	11	11	10	9	41	9	10	10	9	39	11	10	10	12	44	14	16	13	14	58	
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	103	104	118	97	422	118	130	117	104	470	107	115	115	109	446	101	120	119	114	453	
Taxes	29	31	31	21	111	28	35	26	24	113	21	27	28	20	96	19	26	26	24	95	
Net Earnings-Continuing	74	74	88	76	311	91	95	91	80	357	86	89	87	89	350	82	94	92	89	358	
Less: Non-controlling Interest	1	1	1	1	4	2	(1)	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net Earnings Attributable to Leggett	73	73	87	75	307	89	96	90	80	356	86	89	87	88	350	82	94	92	89	358	
	7.5%	7.3%	8.6%	7.9%	7.8%	9.5%	10.1%	9.5%	8.8%	9.5%	9.0%	9.0%	8.6%	9.0%	8.9%	8.0%	8.6%	8.4%	8.5%	8.4%	
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	
EBITDA	142	141	156	133	572	155	169	155	142	620	146	156	156	150	608	147	167	163	161	639	
Earnings (Loss) Per Share																					
From Continuing Operations	\$0.50	\$0.50	\$0.61	\$0.53	\$2.14	\$0.63	\$0.69	\$0.65	\$0.57	\$2.54	\$0.62	\$0.64	\$0.65	\$0.66	\$2.57	\$0.60	\$0.70	\$0.69	\$0.66	\$2.65	
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	
Cash Flow Info																					
Cash from Operations	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	
Balance Sheet																					
Cash & Equivalents					253					282					526					268	
Receivables					520					487					595					572	
Inventory					519					547					613					700	
Other Current					33					37					74					51	
Current Assets					1325					1353					1809					1590	
Net Fixed Assets					541					566					664					729	
Goodwill & Other					1112					1094					1120					1129	
Total Assets					2978					3012					3593					3448	
Accounts Payable					307					351					430					465	
Current Portion LTD					3					4					154					1	
Current Operating Lease Liabilities																					
Other Current					391					352					392					349	
Current Liabilities					701					707					976					816	
LTD					942					956					1098					1168	
Operating Lease Liabilities																					
Def Tax & Other					229					238					297					257	
Shareholders' Equity					1106					1111					1222					1207	
Capitalization					2277					2305					2617					2632	
Total Liab. & Equity					2978					3012					3593					3448	

³ Effective 1Q21, the accounting methodology for valuing domestic steel-related inventory changed from LIFO to FIFO.

Adjusted Continuing Ops ¹

	1Q19 ³	2Q19 ³	3Q19 ³	4Q19 ³	2019 ³	1Q20 ³	2Q20 ³	3Q20 ³	4Q20 ³	2020 ³	1Q21	2Q21	3Q21	4Q21	2021	1Q22	2Q22	3Q22	4Q22	2022	
Income																					
Net Trade Sales	1,155	1,213	1,239	1,145	4,753	1,045	845	1,208	1,182	4,280	1,151	1,270	1,319	1,333	5,073	1,322	1,334	1,294	1,196	5,147	
COGS	919	955	972	887	3,734	825	699	937	915	3,376	903	1,000	1,063	1,068	4,034	1,055	1,066	1,064	985	4,170	
Gross Profit	236	258	267	258	1,019	221	146	270	267	905	248	269	256	265	1,038	267	268	231	211	977	
%	20.4%	21.2%	21.5%	22.5%	21.4%	21.1%	17.3%	22.4%	22.6%	21.1%	21.5%	21.2%	19.4%	19.9%	20.5%	20.2%	20.1%	17.8%	17.6%	19.0%	
SGA	118	118	115	118	469	109	97	106	104	416	106	113	104	100	422	112	105	100	110	427	
Oper Income	118	140	152	141	550	111	49	165	163	489	141	157	153	166	616	156	163	130	101	549	
Amortization	14	17	16	16	63	16	16	16	16	65	16	18	18	16	68	17	16	17	17	67	
Other	(2)	(4)	(5)	(1)	(11)	4	(17)	(7)	(9)	(29)	(2)	(5)	(10)	(2)	(19)	1	4	0	(7)	(2)	
EBIT	106	126	140	126	498	91	50	156	156	453	128	144	144	152	568	138	143	113	91	485	
%	9.2%	10.4%	11.3%	11.0%	10.5%	8.7%	6.0%	12.9%	13.2%	10.6%	11.1%	11.3%	10.9%	11.4%	11.2%	10.4%	10.7%	8.7%	7.6%	9.4%	
Interest Expense	21	25	23	22	91	21	21	21	20	83	19	20	19	19	77	21	21	21	23	86	
Interest Income	1	3	2	2	7	1	1	1	1	3	1	1	1	0	3	1	1	1	1	4	
Earnings Before Taxes	86	104	119	105	415	71	30	136	137	373	109	125	126	134	494	118	123	94	69	404	
Taxes	19	25	22	24	91	17	9	24	29	79	22	34	29	28	113	28	28	22	16	94	
Net Earnings-Continuing	67	79	97	81	324	53	21	112	108	294	88	91	97	106	381	90	95	72	53	310	
Less: Non-controlling Interest	(0)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net Earnings Attributable to Leggett	67	79	97	81	324	53	21	111	108	294	88	91	97	106	381	90	95	71	53	310	
	5.8%	6.5%	7.8%	7.1%	6.8%	5.1%	2.5%	9.2%	9.1%	6.9%	7.6%	7.2%	7.4%	7.9%	7.5%	6.8%	7.1%	5.5%	4.4%	6.0%	
Depreciation	29	29	30	30	118	30	29	30	31	119	29	29	29	29	117	28	28	27	27	110	
Amortization	17	21	19	18	74	17	17	17	18	70	17	19	18	17	71	18	17	17	18	70	
EBITDA	152	176	189	173	690	138	97	203	204	642	174	192	191	199	755	183	188	157	137	665	
Earnings (Loss) Per Share																					
From Continuing Operations	\$0.50	\$0.59	\$0.71	\$0.59	\$2.39	\$0.40	\$0.15	\$0.82	\$0.79	\$2.16	\$0.64	\$0.66	\$0.71	\$0.77	\$2.78	\$0.66	\$0.70	\$0.52	\$0.39	\$2.27	
Diluted Shares	135	135	135	136	135	136	136	136	136	136	136	137	137	137	137	137	137	136	136	137	
Dividends	\$0.38	\$0.40	\$0.40	\$0.40	\$1.58	\$0.40	\$0.40	\$0.40	\$0.40	\$1.60	\$0.40	\$0.42	\$0.42	\$0.42	\$1.66	\$0.42	\$0.44	\$0.44	\$0.44	\$1.74	
Cash Flow Info																					
Cash from Operations	31	172	213	251	668	10	112	261	219	603	(11)	41	50	191	271	39	90	66	247	441	
Adds to PPE	32	39	33	40	143	24	19	9	14	66	24	25	27	31	107	19	22	25	35	100	
Acquisitions (net of cash)	1,244	-	-	21	1,265	-	-	-	-	-	27	125	0	0	153	-	-	63	21	83	
Dividends paid	50	50	53	53	205	53	53	53	53	212	53	53	56	56	218	56	56	59	58	229	
Balance Sheet																					
Cash & Equivalents	263	290	242	248	248	506	209	245	349	349	334	232	235	362	362	327	270	226	317	317	
Receivables	665	700	677	592	592	568	577	642	564	564	603	705	699	652	652	705	723	730	675	675	
Inventory	744	714	687	676	676	692	611	625	692	692	802	893	970	993	993	1046	1027	976	908	908	
Other Current	54	56	50	62	62	53	50	46	54	54	51	65	80	59	59	60	72	69	59	59	
Current Assets	1726	1760	1656	1577	1577	1819	1447	1558	1658	1658	1789	1895	1984	2065	2065	2138	2092	2001	1958	1958	
Net Fixed Assets	810	818	817	831	831	810	797	786	785	785	775	786	780	782	782	769	750	741	772	772	
Goodwill & Other	2485	2481	2436	2448	2448	2391	2374	2360	2357	2357	2347	2469	2471	2461	2461	2435	2388	2433	2456	2456	
Total Assets	5021	5059	4909	4855	4855	5019	4619	4704	4800	4800	4912	5150	5235	5307	5307	5342	5231	5175	5186	5186	
Accounts Payable	431	453	467	463	463	429	361	494	552	552	536	612	607	614	614	622	602	513	518	518	
Current Portion LTD	51	51	51	51	51	51	51	51	51	51	51	51	300	301	301	301	301	7	9	9	
Current Operating Lease Liabilities	38	39	38	39	39	40	42	42	42	42	43	44	44	45	45	46	45	45	50	50	
Other Current	346	358	364	374	374	335	321	360	361	361	366	400	387	377	377	382	383	400	391	391	
Current Liabilities	867	900	921	928	928	855	776	947	1006	1006	996	1107	1338	1336	1336	1351	1331	965	968	968	
LTD	2410	2364	2197	2067	2067	2415	2083	1909	1849	1849	1953	1975	1766	1790	1790	1803	1790	2134	2074	2074	
Operating Lease Liabilities	119	131	119	122	122	118	129	125	122	122	115	127	149	153	153	150	150	151	154	154	
Def Tax & Other	379	382	378	397	397	365	389	392	398	398	392	405	405	380	380	366	346	363	349	349	
Shareholders' Equity	1245	1282	1294	1342	1342	1266	1242	1330	1425	1425	1456	1536	1578	1649	1649	1671	1615	1563	1641	1641	
Capitalization	4154	4159	3988	3927	3927	4164	3843	3756	3794	3794	3916	4043	3897	3972	3972	3991	3899	4210	4218	4218	
Total Liab. & Equity	5021	5059	4909	4855	4855	5019	4619	4704	4800	4800	4911	5150	5235	5307	5307	5342	5231	5175	5186	5186	

Adjusted Continuing Ops ¹

	1Q23	2Q23	3Q23	4Q23	2023	1Q24	2Q24	3Q24	4Q24	2024	1Q25	2Q25	3Q25	2025
Income														
Net Trade Sales	1,214	1221	1175	1115	4,725	1,097	1129	1102	1056	4,384	1,022	1,058	1036	3,117
COGS	995	1000	961	915	3,872	908	941	900	872	3,621	832	865	841	2,538
Gross Profit	219	221	214	200	854	189	188	201	184	762	191	193	195	579
%	18.0%	18.1%	18.2%	17.9%	18.1%	17.2%	16.6%	18.3%	17.4%	17.4%	18.6%	18.2%	18.9%	18.6%
SGA	116	119	109	121	465	125	123	121	120	489	122	118	125	365
Oper Income	103	102	105	79	388	63	65	81	64	273	69	74	71	214
Amortization	17	17	18	17	69	5	5	7	5	22	5	4	4	12
Other	(4)	(7)	1	(5)	(14)	(5)	(11)	(3)	4	(15)	(3)	(5)	(6)	(14)
EBIT	89	92	86	66	334	64	71	76	56	267	67	76	73	215
%	7.4%	7.5%	7.3%	5.9%	7.1%	5.8%	6.3%	6.9%	5.3%	6.1%	6.5%	7.1%	7.0%	6.9%
Interest Expense	22	23	22	21	88	22	22	21	21	86	19	21	19	58
Interest Income	1	1	2	2	5	1	2	1	2	7	1	2	2	5
Earnings Before Taxes	68	70	66	47	251	43	51	56	37	187	49	57	56	162
Taxes	15	19	17	11	62	11	12	12	8	43	16	16	16	47
Net Earnings-Continuing	53	52	48	36	189	32	40	44	29	144	33	41	40	115
Less: Non-controlling Interest	0	0	0	(0)	0	0	0	0	0	0	0	0	0	0
Net Earnings Attributable to Leggett	53	52	48	36	189	32	40	44	29	144	33	41	40	114
	4.4%	4.2%	4.1%	3.2%	4.0%	2.9%	3.5%	4.0%	2.7%	3.3%	3.2%	3.9%	3.9%	3.7%
Depreciation	27	27	27	28	109	28	28	28	29	112	26	26	25	77
Amortization	18	18	18	17	71	5	5	9	6	24	5	4	4	14
EBITDA	135	137	131	111	513	97	104	113	90	403	98	105	102	306
Earnings (Loss) Per Share														
From Continuing Operations	\$0.39	\$0.38	\$0.36	\$0.26	\$1.39	\$0.23	\$0.29	\$0.32	\$0.21	\$1.05	\$0.24	\$0.30	\$0.29	\$0.82
Diluted Shares	136	137	137	137	136	137	137	138	138	137	139	140	140	140
Dividends	\$0.44	\$0.46	\$0.46	\$0.46	\$1.82	\$0.46	\$0.05	\$0.05	\$0.05	\$0.61	\$0.05	\$0.05	\$0.05	\$0.15
Cash Flow Info														
Cash from Operations	97	111	144	146	497	(6)	94	96	122	306	7	84	126	217
Adds to PPE	38	31	22	23	114	26	16	18	22	82	13	9	16	38
Acquisitions (net of cash)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dividends paid	58	59	61	61	239	61	62	7	7	136	7	7	7	20
Balance Sheet														
Cash & Equivalents	345	272	274	366	366	361	307	277	350	350	413	369	461	461
Receivables	718	703	711	637	637	635	649	638	559	559	558	577	568	568
Inventory	893	858	835	820	820	807	755	754	723	723	678	649	634	634
Other Current	59	73	66	59	59	57	78	65	58	58	135	148	46	46
Current Assets	2015	1906	1886	1881	1881	1860	1789	1735	1691	1691	1784	1743	1709	1709
Net Fixed Assets	787	789	777	781	781	772	757	749	724	724	692	686	673	673
Goodwill & Other	2469	2449	2415	1972	1972	1982	1294	1297	1247	1247	1273	1275	1143	1143
Total Assets	5270	5144	5078	4635	4635	4615	3839	3780	3662	3662	3749	3704	3525	3525
Accounts Payable	552	507	534	536	536	496	522	516	498	498	477	468	485	485
Current Portion LTD	9	8	9	308	308	304	301	301	1	1	1	1	1	1
Current Operating Lease Liabilities	55	56	56	57	57	58	57	54	53	53	52	51	46	46
Other Current	352	384	410	361	361	331	288	301	294	294	281	282	261	261
Current Liabilities	969	956	1009	1263	1263	1188	1168	1172	846	846	810	802	794	794
LTD	2109	2016	1963	1680	1680	1773	1702	1578	1863	1863	1935	1792	1496	1496
Operating Lease Liabilities	176	167	157	151	151	159	149	143	131	131	119	111	120	120
Def Tax & Other	350	337	313	208	208	206	152	145	131	131	137	142	143	143
Shareholders' Equity	1667	1669	1636	1334	1334	1290	668	742	690	690	748	856	972	972
Capitalization	4301	4189	4069	3372	3372	3427	2671	2608	2815	2815	2939	2901	2731	2731
Total Liab. & Equity	5270	5144	5078	4635	4635	4615	3839	3780	3662	3662	3749	3704	3525	3525