

Leggett & Platt®

Sustainability Progress Report



2026

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A Message From Our CEO

We are pleased to share the sustainability priorities most important to our business and stakeholders. Guided by these priorities, we remain focused on creating long-term value by advancing five core pillars that shape our sustainability strategy:

- **Our People**
- **Innovative Products**
- **The Environment**
- **Supply Chain Management**
- **Business Ethics and Governance**

Together, these pillars guide our efforts to foster a positive, engaging, and inclusive culture; advance innovative and sustainable solutions for our customers; demonstrate strong environmental stewardship and safety performance; embrace our responsibilities across the supply chain; and uphold the highest standards of ethical conduct and governance.

As you review Leggett & Platt's 2026 Sustainability Progress Report, we hope you find the information both insightful and meaningful. We value your feedback as we continue to strengthen our approach and transparently report on our sustainability progress.



Karl Glassman
President & CEO



During Earth Month, we invited our employees to share their photos of sustainability in action. These photos were taken by (top to bottom) Wade Reynolds, Amy Hobson, Sandra Pichler, Mindy McElrath, and Alex Liang.

About Our Company

Founded in 1883, we are a diversified manufacturer with headquarters located in the United States in Carthage, Missouri. We design and manufacture a broad variety of engineered components and products that can be found in many familiar places, including homes, offices, automobiles, construction sites, and more.



Operations

As of December 31, 2025, our operations are organized into 13 business units under three segments: Bedding Products; Specialized Products; and Furniture, Flooring & Textile Products. We also:

- had 104 manufacturing facilities
- operated in 18 countries
- employed approximately 15,900 people

Values

Our company values guide us in all activities and are shared with our employees globally. Our four company values are:

- Put People First
- Do the Right Thing
- Do Great Work Together
- Take Ownership and Raise the Bar

About This Report

Driving Long-Term Value: Our Sustainability Pillars

We organized the information in this report around five core pillars that form our sustainability strategy. Each pillar includes key priorities and goals that directly align with topics of highest importance to our business and stakeholders, as determined by the results of our [materiality assessment](#).

Our 2026 Sustainability Progress Report highlights activities that support our goals and strategy. This report includes data and financials for the 2025 calendar year, certain environmental data for the years 2019-2025, and unless otherwise stated, programs and initiatives for 2025 and 2026. The data represents our global operations, unless otherwise stated.

Disclosures in this report were informed by the recommendations of the Sustainability Accounting Standards Board (SASB) Building Products and Furnishing Standard, the Task Force on Climate-Related Financial Disclosures (TCFD), the Global Reporting Initiative (GRI) framework, and the Greenhouse Gas Protocol (GHGP). Appendices 1 - 3 at the end of the report and our [Climate-Related Financial Risk Report](#) provide more details on our alignment with these frameworks, as well as the United Nations Sustainable Development Goals (UN SDGs). All disclosures in this report regarding corporate governance, sustainability governance, Board and Board Committee priorities, goals and other information, as well as all compensation, and applicable codes of conduct and sustainability governance policies are as of June 30, 2026. We strive to expand our reporting, including aligning with the International Sustainability Standards Board (ISSB) disclosure framework.

Our People

- Foster a positive, engaging, and inclusive culture
- Enhance our safety culture



Innovative Products

- Reduce environmental impacts of our products across their lifecycle
- Improve chemical management in our business



The Environment

- Demonstrate our ongoing commitment to environmental responsibility
- Reduce greenhouse gas (GHG) emissions



Supply Chain Management

- Maintain ethical and responsible sourcing practices
- Improve performance of our global logistics



Business Ethics and Governance

- Uphold high standards of ethical conduct
- Maintain a high-functioning and effective Board of Directors and Executive Leadership Team





Our People

People remain at the heart of Leggett & Platt. We are committed to cultivating a positive, inclusive culture where employees feel supported, valued, and empowered to grow. By continuing to invest in employee development, maintaining strong safety practices, and creating opportunities for long-term success, we build a workplace where our people – and our company – can thrive.

Key Priorities and Goals

Foster a positive, engaging, and inclusive culture

- Attract and retain talent
- Develop and maintain a strong succession strategy
- Empower employees to realize their full potential by providing an inclusive, respectful culture

Enhance our safety culture

- Foster a robust Environmental, Health, and Safety (EHS) program across the company
- Comply with all applicable safety laws, regulations, and internal standards
- Reduce safety incident rates through proactive practices, training, and engagement

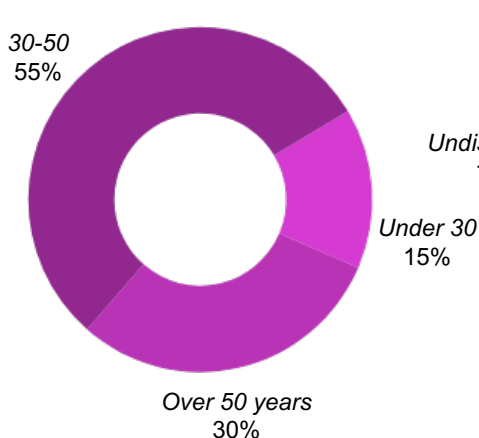
Fostering a Positive, Engaging, and Inclusive Culture

Our Global Workforce

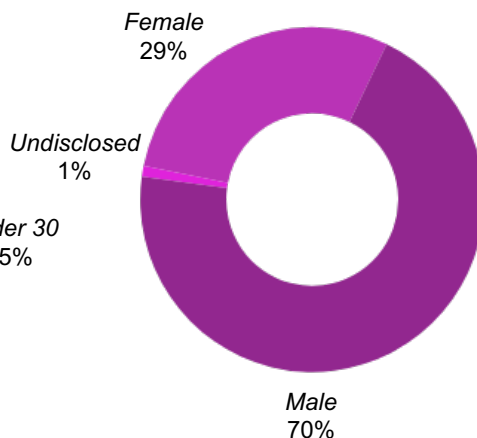
Our culture reflects our company values and the numerous communities in which we operate. Embracing our differences enriches our company culture, enhances our ability to innovate, and connects with our global customer base. At year-end of 2025, we employed approximately 15,900 employees globally.



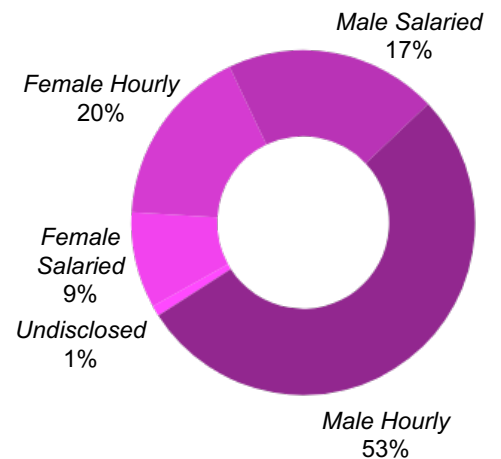
**Employees by Age
(Globally)**



**Employees by Gender
(North America)**



**Employees by Role & Gender
(North America)**





When our people thrive,
our company thrives.

An Engaging and Inclusive Culture

Creating a culture of inclusion, respect, and equal opportunity requires commitment, intentional action, and the willingness to evolve. We are listening, learning, and leaning into opportunities that help our employees realize their full potential at every level of our organization and across the globe.

We took significant steps to foster a positive, engaging, and inclusive culture in 2025, as demonstrated by the following actions:

- **Continuing to standardize our approach to performance reviews.** In 2025, approximately 28% of our employees received standardized performance reviews – about a 9% increase from 2024. In 2026, we are dedicated to refining and bringing greater consistency to the process through a unified performance management strategy. This approach will establish an annual cycle that supports ongoing, meaningful conversations between employees and managers to set goals, review progress, and guide development. By reinforcing a values-driven framework, we aim to strengthen engagement and ensure employees have the clarity and support needed to grow.
- **Supporting connection and community through Employee Resource Groups (ERG).** We successfully launched Valor, an ERG to support our veterans, military families, and allies. Membership grew to 90 employees across four countries, and the group hosted two company-wide speaker events featuring senior military leaders who shared lessons on leadership and decision-making under pressure. Another ERG, W:ISE (We Inspire, Support, Empower), continued to expand its global impact through mentoring circles, networking events, monthly development sessions, and company-wide programming aligned to quarterly themes such as leadership, conflict resolution, and well-being. W:ISE also connected employees with senior leaders, external development conferences, and community volunteer initiatives. By year-end, W:ISE reached 217 members across 11 countries.
- **Highlighting employee perspectives through Life@Leggett.** Our Life@Leggett blog amplified the voices and experiences of our global workforce, highlighting the diverse perspectives that shape who we are as an organization. In 2025, we shared stories through features such as *New Year, New Perspectives*; *The People Behind Our Products* during Manufacturing Month; and spotlights on students participating in our DOORS Internship Program. Through these stories, Life@Leggett helps us recognize our people and fosters a more inclusive, connected culture. We will continue building on these efforts to deepen connection, enhance engagement, and foster an inclusive culture where every employee can grow.

Attracting, Retaining, and Engaging Talent

We are committed to attracting, retaining, and supporting a highly engaged global workforce. By cultivating a strong workplace culture, providing competitive and equitable benefits, and investing in meaningful learning and development opportunities, we strengthen our ability to engage and develop talent at every level of the organization.

Our approach focuses on creating an environment where employees feel connected, valued, and empowered to grow. **Our efforts to attract, retain, and engage employees in 2025 included:**

- **Strengthening our talent development pipeline by expanding participation in the Foundational Leadership program for first-time people leaders.**
In 2025, 124 employees completed the program, nearly doubling participation from 66 employees in 2024. Foundational Leadership helps employees build essential leadership skills, such as understanding emotions, adjusting communication styles, and learning the basics of employment laws. The program also uses a train-the-trainer model, allowing HR Business Partners and internal leaders to act as coaches and facilitators. This approach encourages collaboration across teams, makes learning easier to expand over time, strengthens engagement and learning retention, and supports career growth and internal career opportunities throughout the organization.
- **Preparing for the launch of LPVoice 2026, our global employee engagement survey, and advancing action planning based on 2024 results.** Following the release of company-wide results in spring 2025, business unit, segment, and corporate leaders partnered with our Human Resources teams to review localized LPVoice feedback and develop targeted action plans for their respective areas. These plans prioritized improvements across key focus areas identified in the survey, including safety, engagement, inclusivity, teamwork and collaboration, growth and development, recognition and reward, performance enablement, and clarity around future vision.

To further support this work, we held listening sessions with corporate employees in both on-site and remote settings, and leaders traveled to our facilities to listen, learn, and engage directly with employees on safety priorities and other

Through thoughtful people practices that promote well-being and long-term growth, we strive to build a workplace where individuals choose to join, stay, and contribute their best each day.



improvement opportunities. Implementation of these action plans is underway across the organization, reflecting our commitment to listening to employee feedback and driving continuous improvement at the local level.

At the same time, we enhanced the LPVoice experience by updating the survey design, improving accessibility, and refining our rollout approach to make participation easier and more inclusive. Together, these efforts are intended to support higher engagement in 2026 and better equip leaders with the tools needed to listen, respond, and take meaningful action based on employee feedback.

- **Advancing our commitment to fostering a culture of appreciation by completing and distributing our new global employee rewards and recognition policy.** Finalized in October 2025, the updated guidelines were designed to create a consistent, equitable, and meaningful approach to recognizing employees across all L&P facilities worldwide. The guidelines provide clear direction to leaders on acknowledging performance, celebrating contributions, and reinforcing our shared values. The new standards took effect on January 1, 2026, supporting a more unified employee experience and strengthening recognition as a core component of engagement across the organization.
- **Strengthening leadership continuity through succession planning.** In 2025, we created and launched a succession planning framework. The framework is tailored to the needs of each leader and team, enabling meaningful progress in identifying critical roles and high-potential employees. As part of this effort, leaders are engaging in more intentional development conversations that are beginning to translate into employee development plans. These succession planning efforts will continue to expand and mature in 2026 as the framework and related process are embedded across the organization.

Compensation and Benefits

We strive to offer compensation and benefit programs that are both competitive and equitable, with HR and business leaders working together to ensure fairness for all employees. While specific compensation and benefits may vary across regions due to local practices and laws, our employee value proposition remains consistent globally.

In the U.S., our comprehensive rewards package for full-time employees includes health, wealth, and wellness benefits such as health benefits with a choice of two medical plans, dental and vision coverage; flexible spending and health savings accounts; retirement savings plan with company-matching contributions; income protection benefits, including short-term and long-term disability; critical illness, accident, and travel insurance programs; basic and dependent life insurance; well-being and employee assistance programs; and paid time off for vacation, personal time, and holidays.

We also support work-life balance, including part-time jobs, flexible hours, paid leave benefits, and remote and hybrid working arrangements where applicable.



Building Leadership and Inclusion Through Valor ERG

Our Valor ERG supports veterans, service members, and their allies by fostering connection, professional development, and leadership growth across the organization.

In 2025, Valor hosted a virtual discussion featuring Rear Admiral “CJ” Jaynes, U.S. Navy (Ret.), who shared perspectives on leadership, adaptability, and translating military experience into civilian impact.

During the session, Admiral Jaynes discussed how skills developed through military service carry over to civilian life, while touching on how strategic thinking, accountability, and team coordination can strengthen organizational effectiveness and resilience. This discussion also highlighted the importance of supporting veterans as they transition into corporate careers and ensuring that diverse leadership

experiences are recognized as valuable drivers of innovation and performance.

This event reinforced the value of leadership development and career growth opportunities. By connecting employees with leaders from varied backgrounds, Valor promotes a culture of respect, inclusion, and continuous learning.

As the event came to a close, participants expressed enthusiasm for future programming that continues to strengthen employee engagement and reinforce our commitment to supporting people through professional growth, inclusion, and shared learning opportunities.

The Valor ERG is led by (left to right) Executive Champion Erik Kempf and Core Leaders Matt Caldwell, William Wright, and Kenny Gay.



Supporting Our Communities

We believe in supporting the communities where our employees live and work. One of the ways we demonstrate this commitment is through our long history of charitable giving and community involvement. We recognize the vital role that charitable, non-profit organizations serve in improving local communities and further broader human interests, and we seek to address societal needs through strategic philanthropic investments that support L&P values and drive long-term change. In 2025, we contributed more than \$1.7 million in cash or in-kind donations to many different organizations.

We expect good stewardship of resources and a commitment to maintaining the ideals that are most important to us, supporting agencies and projects throughout the globe that promote positive community outcomes for long-term impact, and more specifically organizations that:

- Reflect our corporate values
- Foster sustainability
- Embrace diversity and create more equitable and inclusive communities
- Effect real, long-term impact



We Rise

Through We Rise, an L&P program that helps meet emergency needs of employees in the aftermath of natural disasters, we helped three employees rebuild from house fires, tornadoes, and other disasters.

In the coming year, we will look to identify other programs that will more comprehensively address the needs of the communities where our employees live and work outside of the United States.

In 2025, we contributed more than \$1.7 million in cash or in-kind donations to many different organizations. Our employees raised more than \$94,000 to fund hundreds of organizations through local United Way agencies – a gift that was enhanced with a \$57,500 corporate donation made by L&P to United Way agencies throughout the United States.



Enhancing Our Safety Culture

Our top priority is the safety of our employees. We aim to reduce and eliminate workplace injuries by implementing robust safety practices and providing education, awareness, and prevention. We continuously improve by learning from accident investigations and fostering a culture of safety.

Our robust, multi-level global Environmental Health, Safety, and Sustainability (EHSS) organization and management system continues to support EHS objectives and drive strong safety performance. Our dedication to the safety and welfare of all employees and our commitment to the efficient use of resources are evidenced by our company-wide EHSS Policy and by the EHS management systems, operational practices, and ongoing health and safety initiatives that drive improvements.

SafeGuard, our comprehensive health and safety management system, covers all of our employees and supports workplace safety. Our Vice President of EHSS has direct ownership of and responsibility for the SafeGuard program. Furthermore, our dedicated global staff of EHS professionals supports safety management at all of our manufacturing facilities. Each business unit has an EHS Manager who oversees a team responsible for enhancing oversight, training, communication, and development across the organization.

In 2025, we made progress toward improving our EHS program and will continue these efforts in 2026, including:

- **Strengthening our program by unifying Loss Control and Environmental functions under a single organization called the EHS Business Partner Center of Excellence.** Since implementation, this integrated model has improved coordination, clarity, and consistency across EHS operations. Organizing EHS managers by geography and business unit, with direct reporting to the Director of EHS Operations, has enhanced accountability and decision-making while reinforcing standardized priorities, metrics, and best practices. As a result, the organization has experienced greater alignment across regions and operations, more efficient issue resolution, and improved visibility into EHS performance enterprise-wide.



- **Launching our Global Call to Action Program, which leverages leading indicators and supports a more predictive approach to accident prevention.** Ongoing efforts focus on routinely assessing EHS performance, sharing critical incidents across business units, and reinforcing learning through timely corrective actions and expanded best-practice communication. By continuing to analyze near-miss and leading-indicator data, we are strengthening our ability to proactively mitigate risk. Insights from this work inform targeted toolbox talks, training initiatives, and global communications, supporting sustained employee engagement, awareness, and a culture of continuous improvement.



- **Implementing monthly business unit-level EHS scorecards.** These scorecards are actively monitored, giving leadership timely visibility into EHS performance and supporting data-driven decisions and targeted improvements across business units and the enterprise.
- **Maintaining the enhanced SafeGuard training program.** Employees from each business unit continue to participate in training events, site visits, audits, and tours designed to promote best-practice communication across the company. Progress and effectiveness of the program are monitored through lagging indicator performance, helping assess long-term impact on safety outcomes.

We take intentional and deliberate steps to provide safe working conditions for our employees and strive to reduce incidents and injuries. For the past three years, we've outperformed industry benchmarks** regarding global incident rates, and are either below or generally aligned with industry benchmarks** for lost-day occurrences.

Our 2025 safety metrics reflect a transitional year for our safety program. Performance was impacted earlier in the year by higher incident rates; however, results improved significantly in the second half as targeted initiatives and increased oversight took effect.

We also expanded our approach to incident reporting, particularly in Europe, where enhanced transparency has resulted in a more complete and accurate view of safety performance. This stronger data foundation, combined with continued focus from our corporate EHS team, supports our ongoing efforts to improve outcomes across our operations.

Global Operations	2025	2024	2023	Industry Average**
Incident Rate*	1.56	1.40	1.55	2.70
Lost-Day Frequency Rate*	0.81	0.57	0.68	0.80
Dart Rate*	1.2	1.0	1.1	1.7

*Includes full-time employees and contractors.

**The U.S. Bureau of Labor Statistics incidence rates of nonfatal occupational injuries and illnesses for Industry "Manufacturing," 2024.

Incident Rate defined as significant work-related injuries or illnesses beyond first aid, calculated per Occupational Safety and Health Administration (OSHA) formula (Number of incidents x 200,000/total number of hours worked in a year).

Lost Work Days Incident Rate defined as number of lost work day cases, calculated per OSHA formula (Number of days lost due to injury/illness x 200,000/total number of hours worked in a year).

DART defined as serious work-related injuries or illnesses that result in one or more lost work days, restricted duty, or job transfer, calculated per OSHA formula (Total number of incidents or illnesses resulting in either the worker missing work, being on restricted duty, or being transferred to another job within the organization x 200,000/total number of hours worked in a year).

Building a Proactive Safety Culture

Our Leggett & Platt Work Furniture teams in Grand Rapids, Michigan, are strengthening workplace safety through visual management tools that improve transparency, accountability, and employee engagement. These initiatives support a proactive approach to risk identification by making safety information more visible, accessible, and actionable across daily operations.

Hazard Recognition Reporting Board

At Davidson Plyforms, the team developed an internal “run-the-business” board that integrates operational metrics with open safety items. The board provides clear visibility into ongoing safety priorities, helping employees quickly identify outstanding issues and understand where corrective actions are in progress.

To improve efficiency and documentation, the safety team implemented an auditing system that allows team members to capture photos of safety observations, which automatically upload to the board. This approach improves real-time visibility into safety conditions and encourages operators to recognize and address potential risks within their own work areas. The board is reviewed weekly with branch leadership, supporting consistent follow-up and accountability. Following positive results, the Davidson Plyforms team plans to expand this system at L&P Work Furniture - Grand Rapids.



Spotlight

Hazard Recognition Hall of Fame

L&P Work Furniture - Grand Rapids further supports proactive safety engagement with its “Hazard Recognition Hall of Fame,” a visual display highlighting reported near-misses, corrective actions, and completed safety improvements. By sharing examples of identified risks and resolutions, the display reinforces the importance of reporting hazards before incidents occur. It also highlights safety items completed in the previous month, maintaining awareness of progress and supporting a culture of continuous improvement.

Together, these initiatives show how site-level innovation can strengthen safety outcomes through improved communication and engagement. By using visual tools and structured review processes, the teams at Davidson Plyforms and L&P Work Furniture - Grand Rapids support early risk identification, reinforce accountability, and promote ongoing improvement.



Innovative Products

As a supplier to a variety of customers in various industries, our products are increasingly important in helping customers achieve their sustainability goals. We seek to minimize the environmental impacts of our products across their lifecycle. Our businesses strive to build sustainability into product development processes and design products for improved durability and recycling at end of life.

Key Priorities and Goals

Reduce environmental impacts of our products across their lifecycle

- Incorporate sustainable design principles into our product development process
- Assess use of raw materials in our products and identify opportunities to reduce product environmental impacts

Improve chemical management in our business

- Advance our clean chemicals program to identify, reduce, and eliminate certain chemicals within our products and manufacturing processes

Our Products



Bedding Products

Steel Rod

Drawn Wire

Adjustable Bed

U.S. Spring

- Innersprings
- Static foundations
- Semi-finished mattresses

International Bedding

- Innersprings
- Finished mattresses
- Specialty foam
- Wire-coiling machines

Specialty Foam

- Private label finished mattresses
- Mattress toppers and pillows
- Specialty foam



Specialized Products

Leggett Dynamics

- Auto seat support and lumbar systems
- Auto motors, actuators, and cables

Hydraulic Cylinders

- Engineered hydraulic cylinders primarily for material handling, transportation, and heavy construction equipment



Furniture, Flooring & Textile Products

Home Furniture

- Steel mechanisms and motion hardware for reclining and lift chairs, sofas, and sleeper sofas

Work Furniture

- Components and private label finished goods for collaborative seating
- Controls, bases, and frames for office chairs

Flooring Products

- Carpet cushion
- Hard surface flooring underlayment

Fabric Converting

- Structural fabrics for bedding, upholstered furniture, home furnishing accessories, and industrial uses

Geo Components

- Synthetic fabrics and products used in ground stabilization, drainage protection, and erosion control

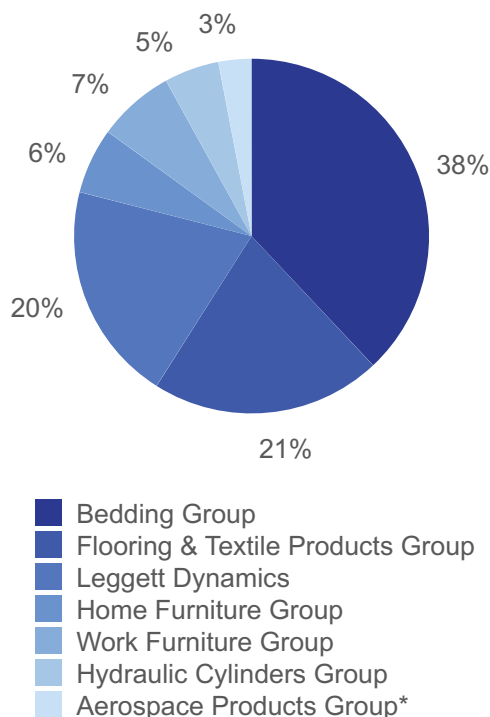
Our Patents & Trusted Brands

Our innovative and proprietary products have helped make us one of the largest U.S.-based manufacturers in many of our markets.

As of December 31, 2025, we had:

- 1,247 patents issued
- 486 patents in process
- 909 trademarks registered
- 62 trademarks in process

Product Mix (based on 2025 trade sales)



*In August 2025, we divested our Aerospace Products Group.

Significant Trademarks

Mattress Innersprings

ComfortCore®, Quantum®, Eco-Base®, CombiCore®, NanoCoil®, Softech®, Active Support Technology®, Mira-Coil®, and VertiCoil®

Specialty Foam Products

Energex®, CoolFlow®, ThermaGel®, EcoFlow™, and Gorilla Foam™

Box Spring Components and Foundations

Semi-Flex®

Mattress Innerspring Manufacturing Machines

Spühl®

Recliner Chair Mechanisms

WallHugger®

Wire Forms Used in Seating

No-Sag®

Fabric Materials

Hanes®

Leggett Dynamics Seating Products

Schukra®

Reducing Environmental Impacts of Our Products Across Their Lifecycle

Our legacy of supplying quality products and valued solutions that meet customer needs is aligned with our efforts to assess and analyze environmental impacts of our products across their lifecycle. By integrating approaches to our product development processes that include recycled content in raw materials, innovative design, and end-of-life considerations, we strive to promote stewardship at every stage of a product's lifecycle.

We continue to advance innovative product solutions that support our goal of reducing environmental impacts through intentional product design and material selection.

- In Leggett Dynamics, our Automotive business, tightening regulatory requirements are driving demand for lighter, quieter, and more efficient solutions. Many of our innovative products help improve fuel efficiency, reduce noise, and support the industry's ongoing transition toward vehicle electrification.
- Our Flooring Products business develops carpet underlayment solutions that help customers achieve building certifications and meet Carpet and Rug Institute (CRI) Green Label Plus®* standards. Bonded foam carpet cushion products are 100% recyclable through industry programs and manufactured using 87% recycled materials.
- Within our Specialty Foam business, teams are advancing bio-based foam formulas as a potential innovation to reduce the use of petroleum-based materials in mattress applications. These efforts aim to support lower environmental impacts associated with material sourcing while maintaining product performance.
- In our U.S. Spring business, mattress innersprings are engineered using steel that contains 91% recycled scrap content, supporting material efficiency and resource conservation.
- Beyond product design and materials, we also consider transportation and distribution as part of our products' environmental footprint. To help address downstream impacts, our purchasing teams encourage sourcing from carriers that have made environmental commitments, including emission reduction commitments. These partnerships support improvements in fuel efficiency, alternative fuels, and logistics optimization, helping reduce Scope 3 emissions associated with product delivery.



*CRI Green Label +Plus® is a registered trademark owned by the Carpet and Rug Institute.

In 2025, we made progress toward our goal of reducing impacts of our products across their lifecycle. We strengthened our understanding of product impacts by collecting data on materials and products, implementing targeted packaging initiatives, and evaluating tools for life cycle assessments (LCAs) and product carbon footprints. We also completed our first Scope 3 greenhouse gas emissions (GHG) inventory, improving visibility into emissions from purchased materials, goods, and downstream products.

Examples of progress made in 2025 include:

- Incorporating sustainability and compliance considerations earlier in the product development process within our Work Furniture business in Poland, including evaluation of recycled-content materials, reduced use of adhesives, and design approaches such as removable covers. These efforts reflect increasing customer interest in product-level CO₂ emissions and are helping inform consideration of product carbon footprinting.
- Implementing packaging initiatives to improve material efficiency, including the use of corrugated packaging with approximately 47% recycled fiber content in the Hanes business.
- Reduced plastic use in film packaging within our Specialty Foam business through cross-functional testing, lowering material use while maintaining performance. Other business units benefited from improved commercial terms, including more competitive pricing and stronger supplier alignment.
- Increasing engagement with suppliers to improve visibility into material composition, supporting more informed sourcing decisions and identifying opportunities for lower-impact materials.
- Achieving cost savings through these initiatives, from packaging changes and from plastic reduction efforts.



Quality Management Systems (QMS) and Certifications

Our commitment to superior quality product development is embedded in our Quality Statement, Quality Policy Manuals, and QMS. These systems help ensure that our design, development, manufacturing, and distribution activities produce consistently high-quality products that meet or exceed customer requirements. This is achieved through the monitoring, measurement, analysis, and evaluation of our systems.

QMS is in place at 71 manufacturing and warehouse operations. As of December 2025, these operations employ over 12,000 employees globally and represent 68% of our manufacturing facilities.

These operations follow standards such as IATF 16949, ISO 9001, and LP9000 (an internal standard based on ISO 9001 requirements). Most locations previously certified to LP9000 have transitioned to ISO 9001 third-party certification. In 2025, six locations completed this transition, advancing our three-year plan to move to third-party certified systems.

We believe there are several key benefits to converting our internal systems over to ISO 9001 certifications. ISO 9001 is the most widely used and recognized QMS standard in the world. Utilizing ISO 9001 will help us standardize our approach across business units, enhance our culture of quality, and align with the desires and expectations of our customers and investors.

Product Testing

Our products are evaluated through internal testing in our laboratories and/or, where appropriate, by independent third-party laboratories to support our commitment to safety, quality, and regulatory compliance. Testing protocols align with applicable legal requirements, industry standards, customer specifications, and internal quality expectations.

We conduct, or require our suppliers to conduct, product testing against applicable regulations and standards, including flammability, lead and phthalates, formaldehyde, Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH), Restriction of Hazardous Substances (RoHS), and consumer product safety requirements, based upon product-specific compliance needs. We also align testing practices with relevant standards to help our products meet applicable safety and compliance standards.





Corrective Action and Reporting

In the event of a product quality issue or nonconformity, including those arising from complaints, we will address the nonconformity, and as applicable:

- Evaluate the need for action to eliminate the cause(s) of the nonconformity.
- Implement appropriate corrective actions.
- Review the effectiveness of corrective actions taken to prevent recurrence.
- Update risk and opportunities determined.
- Make needed changes to the QMS.

In 2025, there were no consumer impacts from our products resulting from noncompliance that required disclosure in our reports filed with the Securities and Exchange Commission (SEC).

We are subject to various consumer product regulations that require certain product quality or safety incidents to be reported. For example, we follow the reporting requirements outlined in Sections 15(b) and 37 of the Consumer Product Safety Act of 1972. We also follow the early warning reporting and additional reporting requirements of the National Traffic and Motor Vehicle Safety Act. We have protocols in place to identify incidents of noncompliance with regulations and/or voluntary codes and standards concerning the health and safety impacts of our products, and to disclose incidents to the applicable regulatory agencies where appropriate.

Incident Investigation

Our product incident investigation program outlines the actions to be taken in the event of a product incident, such as quarantine, recall, agency notification, and/or legal hold as appropriate. We provide routine communication to our employees on recommended improvements and associated tools and resources as an important step in providing safe, high-quality products. In the event of potential noncompliance with regulations and/or voluntary codes or standards pertaining to our products, we investigate the matter, review and address any noncompliance, and engage in corrective action and risk mitigation, where appropriate.

Objectives and Targets

Our Cost of Quality metric is used to communicate effectiveness and identify opportunities to drive continuous quality improvement for our business units and/or production facilities operating under our QMS. A critical part of our Cost of Quality is the cost of failure or nonconformance. The metric is comprised of factors such as scrap, rework, customer credits, and warranty costs as well as internal inspection and prevention expenses. Cost of Quality reports are generated and distributed quarterly to senior management and business unit leaders to assess quality levels and drive improvement activities.



Compliance, Audit, and Training

Our QMS team conducts internal quality system audits approximately once a year at all facilities that are internally certified. External audits are conducted annually at all IATF-, AS-, and ISO-registered facilities by accredited third-party certification bodies. Branch management is responsible for correcting and resolving nonconformities identified during audits in accordance with QMS procedures.

As required in our QMS procedures, we ensure that personnel receive the necessary education and training for their positions. Training is provided to all employees, including full-time, part-time, and temporary employees, who perform work affecting the quality of our products.



Reducing Corrugated Packaging Through Smarter Design

Improving packaging design is one way our teams are reducing material use while continuing to protect products and control costs. Through collaboration with the Hanes business, we are evaluating how corrugated packaging is designed and used to identify opportunities to reduce material without compromising performance. Because corrugated boxes are used widely across our operations, even small design improvements can contribute to meaningful resource savings over time.

Supplier collaboration is also an important part of these efforts. For example, corrugated packaging sourced from one of our Tier 1 suppliers contains an estimated 47% recycled fiber, based on 2024 production data. This includes approximately 44% fiber recovered from used products – such as recycled boxes collected through community recycling programs – and 3% fiber recovered during the manufacturing process. Using recycled materials helps reduce the need for new raw materials and supports more circular packaging systems.

Beyond material content, packaging design itself plays a key role in reducing total corrugated use. By adjusting box sizes, shapes, and structures, teams can often maintain the same level of product protection while using less material. Better-fitting packaging can also improve how products are stacked on pallets, enabling more efficient use of space during shipment. This efficiency can help reduce the number of



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shipments required and lower transportation-related impacts.

In the past, packaging decisions were often driven primarily by cost and operational efficiency. Today, stronger collaboration across procurement, sustainability, and supplier teams is helping integrate environmental considerations into these design decisions. By evaluating packaging performance and sustainability together, teams can meet operational needs while using resources more responsibly.

These packaging improvements demonstrate how small, practical changes can support long-term sustainability goals. By continuing to assess material choices and packaging performance, teams are working to reduce material use, improve shipping efficiency, and make progress toward more efficient resource use.

Responsible Use of Raw Materials

The responsible sourcing and use of raw materials is a cornerstone of our Innovative Product goals. We take thoughtful steps to incorporate sustainability and efficiency across our manufacturing operations.

Among the most important raw materials we use are:

- Various types of steel, including scrap, rod, wire, sheet, and stainless
- Chemicals used in foam production
- Foam scrap
- Woven and nonwoven fabrics

In 2025, we continued strengthening our understanding of the environmental impacts associated with the raw materials used across our businesses, building on prior data collection and analysis efforts. Given the diversity of materials critical to our products, gaining greater visibility into material sourcing remains an important ongoing initiative to support our goals.

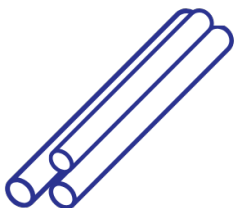
We also completed our first Scope 3 GHG inventory for calendar years 2023 and 2024, which provided new insight into the upstream emissions associated with key raw material categories across our value chain. Paired with an assessment of raw material spending, this analysis is intended to support identification of emissions hotspots across our value chain and guide more targeted sustainability-focused decision-making across sourcing, product development, and manufacturing operations.



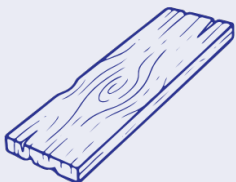
Lowering Our Footprint with Recycled and Certified Materials



In our Flooring business, the bonded carpet cushion we produce is primarily made from repurposed foam sourced from a network of foam manufacturers and recyclers, including our Specialty Foam business.



We produce steel rod using recycled scrap steel. The wire we produce from our steel rod is used in various products, including mattress innersprings. In 2025, our drawn wire and mattress innersprings had a 91% recycled scrap steel content.



Where aligned with customer specifications, we use certified wood products in our Adjustable Bed business to help our customers achieve their sustainability goals.



Leggett Dynamics uses post-consumer-grade recycled nylon and plastic to manufacture components. In addition, an operation in our Work Furniture business uses approximately 500 tons of 100% post-consumer plastics and post-industrial waste each year to create high-quality structural components.



Improving Chemical Management in Our Business

We are committed to protecting human and ecosystem health by minimizing risks from chemical substances, ensuring the safe use and storage of chemicals, and complying with chemical regulations. Our chemical management program is designed to ensure that all chemicals are handled, stored, and disposed of in a manner that protects our employees, communities, and the environment.

Our Environmental Policy Handbook includes key requirements for chemical management within our operations, including:



Compliance

Each business unit must adhere to local, state, and federal regulations regarding chemical management. Regular audits and reviews are conducted to ensure ongoing compliance.



Training

All employees must undergo training on chemical safety procedures. This includes proper handling, storage, and disposal of chemicals, as well as emergency response protocols.



Documentation

Accurate and up-to-date records of all chemicals used, stored, and disposed of must be maintained. This documentation is crucial for regulatory compliance and for ensuring the safety of our operations.



Continuous Improvement

We are committed to continuously improving our chemical management practices. Feedback from employees and regular reviews of our procedures help us identify areas for improvement and implement best practices.

In accordance with our procedures, we provide relevant information and instructions to our customers on chemicals in products when required to allow for safe use. To the extent applicable to the products we sell, we comply with the European Union's RoHS Directive and REACH in addition to other regulatory chemical lists.

We engaged a third party in 2024 to assess the current state of our chemical management program and help define aspirational processes, roles, systems, and needs related to chemical review, approval, procurement, inventory optimization, and regulatory compliance. This foundational work continued into 2025 as we advanced planning for a centralized chemical management system that will support consistent practices across our diverse businesses.

A significant focus of our progress in 2025 centered on strengthening program enablement and accessibility through the development and launch of a comprehensive Chemical Management 101 resource on our EHS SharePoint site. The Chemical Management 101 resource is organized around the full lifecycle of chemical management, including preparing for and acquiring new chemicals, training, inventory management, storage, hazard controls, waste minimization, emergency response,

recordkeeping, disposal, and transportation. A structured table of contents aligns each stage with corresponding guidance, tools, and checklists, and each section includes direct links to supporting resources and relevant sections of the Environmental Policy Handbook. This approach improves accessibility to critical information and helps reinforce consistent compliance across locations.

To further support visibility and continuous improvement, our internal EHS SharePoint site also includes a chemical management project dashboard that allows facilities to document and share chemical-related projects. This enables initiatives related to substitution, reduction, or improved chemical controls to be captured and tracked over time as the broader chemical management program continues to mature.

While this program development work progressed, we also made meaningful, operational improvements in 2025 to reduce the use of certain chemicals across specific facilities. Guided by a risk-based approach and alignment with federal, state, and local regulations, several operations implemented targeted substitution and reduction efforts, including:

- Phasing out certain regulated substances at multiple facilities
- Eliminating the use of several flame-retardant chemicals

These actions demonstrate progress beyond planning and assessment, reflecting tangible steps taken in 2025 to reduce chemical risk while broader systems and processes continue to be developed.

Together, these efforts support healthier workplaces, safer products, and more responsible chemical use across our operations as we continue building a stronger chemical management program for the future.

Product Certifications

Product certifications demonstrate a commitment to limiting chemical risks to human health and the environment. Our product certifications include:

- CertiPUR-US®* and CertiPUR™** foam in our Specialty Foam and International Bedding businesses.
- Carpet and Rug Institute (CRI) Green Label +Plus®*** carpet cushion in our Flooring business, which helps customers achieve green certifications.

*CertiPUR-US® emissions and analysis methods are compatible with other standards such as Ecolabel¹ (EU), LGA¹ (Germany), OEKO-TEX™ 100 (Class IV Mattress), EUI, Blue Angel (Germany), IKEA, AQS Green Label, and BIFMA criteria. OEKO-TEX™ is a registered trademark owned by TESTEX AG (Aktiengesellschaft).

** Kayfoam Woolfson is CertiPUR™ certified.

***CRI Green Label +Plus® is a registered trademark owned by the Carpet and Rug Institute.



The Environment

We are committed to demonstrating strong environmental stewardship and strive to reduce our impacts on the environment. We maintain environmental management programs to ensure we are compliant with environmental regulations where we operate, and we pursue resource conservation opportunities throughout our operations.

Key Priorities and Goals

Demonstrate our ongoing commitment to environmental responsibility

- Standardize and maintain environmental management systems
- Increase the number of manufacturing locations considered zero waste to landfill
- Improve water use efficiency

Reduce greenhouse gas emissions

- Reduce our absolute Scope 1 and 2 GHG emissions
- Evaluate Scope 3 GHG emissions
- Maintain Environmental Protection Agency (EPA) SmartWay Certification for our fleet

Demonstrating Our Ongoing Commitment to Environmental Responsibility

Environmental Management System

Our Environmental Management System (EMS) provides all our locations with the environmental standards required to promote the welfare of our team members and the sustainability of the environment. **Through our EMS, we strive to:**

- Advance environmental protection and use natural resources more efficiently in our operations.
- Comply with environmental regulations everywhere we operate.
- Support environmental awareness and involve employees in the development and implementation of sustainability and environmental programs.
- Train employees on compliance and best practices associated with environmental and sustainability initiatives.
- Enforce site-specific compliance requirements through audits, compliance assessments, and corrective action systems that drive continual improvement.
- Use a risk-based approach to identify which locations receive formal assessments while other locations receive more targeted environmental compliance reviews.
- Reduce our energy consumption by using energy-efficiency strategies and encouraging energy management programs.

As we continue to standardize our EMS, we are:

- Developing a Sustainability Operational Standard as a supplement to the Environmental Policy Handbook. This will outline best practices, expectations, resources, and standardized procedures to collect and track energy, water, and waste data, as well as contribute to activities aligned with reducing our GHG emissions.
- Providing training and updating an internal sustainability website to support our businesses with guidance and resources.
- Developing a sustainability assessment to complement the environmental compliance assessments and monitor the effectiveness of the required standards, policies, and processes identified in the Sustainability Handbook.

22 Facilities Certified to ISO 14001

As of December 31, 2025, 22 facilities are certified to ISO 14001, primarily within our Leggett Dynamics and Hydraulic Cylinders businesses. These locations receive external audits, verifying adherence to the ISO 14001 requirements.



Leggett & Platt®

ENVIRONMENTAL POLICY HANDBOOK

Our Environmental Policy Handbook contains EHS standards that promote the welfare of our employees and the sustainability of the environment. It addresses:

- Incident/accident notification procedures and reporting requirements.
- Best practices associated with environmental and sustainability initiatives.
- Compliance assessments, government inspections, and corrective action systems that drive improvements.
- Regulations for air emissions, chemical use and storage, environmental training, spill prevention, stormwater, waste, and wastewater.

Waste Management

Our waste management program focuses on the appropriate handling of hazardous and non-hazardous waste. We drive compliance with national and local regulations through protocols including, but not limited to:

- Collection, storage, transportation, treatment, and disposal requirements.
- Contingency plans for spills and emergencies, as required by regulations.
- Training employees who handle hazardous waste.
- Completing vendor checks on waste transporters and destination facilities.
- Maintaining records and tracking waste.

Zero-Waste-to-Landfill Pilot Program

In 2025, we conducted our inaugural waste data collection to produce our first waste inventory, covering 2023 and 2024.

In support of our goal to increase the number of Zero-Waste-to-Landfill manufacturing sites, we will launch a Zero-Waste-to-Landfill Pilot Program with a small group of sites that demonstrate robust diversion programs this year.

Looking ahead, we are focused on improving our waste and recycling data and expanding our Zero-Waste-to-Landfill Pilot Program.



Recycling Highlights

We recycle steel, urethane foam, paper, cardboard, plastic, chemicals, and lubricants. We also use recycled materials in our manufacturing processes, including in certain operations where recycled inputs represent a substantial portion of production. On-site waste-related policies include an electronic waste policy, which provides guidelines for electronic waste recycling. Additional recycling programs exist for a number of other waste streams.

- Our rod mill used approximately **444,000** tons of recycled scrap steel in our production process.
- Approximately **30,000** tons of slag/ladle debris from our rod mill's electric arc furnace (EAF) were used as a road-building material by a local landfill.
- Dust created from our rod mill's EAF is processed in a kiln where zinc and heavy metals are recovered. Approximately **1,700** tons of zinc were reclaimed with the remaining kiln by-product used by the cement industry as a raw material.
- We incorporated more than **80,000** tons of recycled urethane foam in our annual production of bonded carpet cushion.

Water Management

Understanding Our Footprint and Increasing Water Use Efficiency

We know that good water stewardship starts with understanding our footprint. In 2024, we conducted a water use inventory and had the data independently reviewed by a third party. Our data shows that we withdrew approximately 962,000 kgal of water and consumed approximately 422,000 kgal of water for all building types. The data also shows that the majority of our water withdrawals come from groundwater, and the majority of our wastewater discharges are to sanitary sewer.

Managing Industrial Wastewater and Stormwater

We are committed to complying with applicable wastewater and stormwater regulations. Our environmental programs provide guidance that all facilities are required to follow for on-site effluent management. Risk-management planning and spill-prevention procedures are designed to prevent chemical releases.

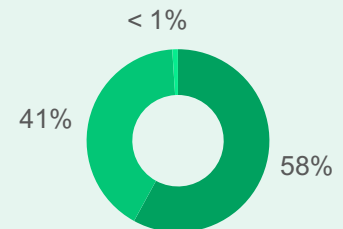
Each location identifies on-site wastewater sources and evaluates the potential discharges associated with each wastewater source. Disposal methods are determined by characteristics, process, and volume of wastewater.

A large number of our U.S. water discharges go to publicly-owned wastewater treatment facilities and comply with effluent requirements. In 2024, approximately 65% of our water was discharged to sanitary sewer systems. The remainder was discharged to surface water or other wastewater systems, including septic systems, on-site wastewater treatment systems, or third-party vendors that dispose wastewater offsite.

Globally, the primary method of controlling stormwater discharges is the use of best management practices (BMP). This is achieved by using structural and nonstructural controls. In the U.S., the majority of our operations are subject to a state general stormwater permit program. Stormwater Pollution Prevention Plans (SWPPP) are a main component of complying with general stormwater permit requirements. BMPs and SWPPPs are reviewed annually during the EHS assessments to ensure environmental compliance.

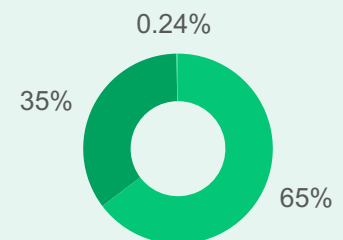
Our 2024 water withdrawal intensity for our global manufacturing was 269 kgal withdrawn per M dollar of revenue (USD).

2024 Water Withdrawal Sources



■ Groundwater
■ Third-Party Sources
■ Recycled/Reclaimed Water

2024 Wastewater Discharge Method



■ Sewer Systems ■ Surface Waters
■ Other

Going Beyond Compliance

In 2026, our Precision Hydraulic Cylinders (PHC) business in Chennai, India, received a Gold rating from the Confederation of Indian Industry's (CII¹) GreenCo¹ assessment.

Established more than 125 years ago, the CII¹ is a non-profit organization that partners with India's government, industries, and citizens to support sustainability within India. Their GreenCo¹ Rating System recognizes companies that go above and beyond standard environmental compliance, offering Platinum, Gold, Silver, Bronze, and Certified rating levels.

To receive a rating, PHC-Chennai underwent a comprehensive assessment that covered many sustainability areas, including:

- energy efficiency
- water conservation
- renewable energy
- greenhouse gas emissions
- waste management
- material conservation
- recycling
- green supply chain
- green infrastructure and ecology

A rating of Gold reflects PHC-Chennai's commitment to responsible environmental management and continuous improvement. The team will review their opportunities for improvement and undergo an annual review each year to maintain their certification.

DISCLAIMER: The "GreenCo¹ rating — Gold" is a third-party certification from the Confederation of Indian Industry (CII) that reflects performance against defined criteria established by CII. It should not be interpreted to mean that all aspects of PHC Chennai's operations are environmentally sustainable or "green." This rating should be evaluated in the context of its underlying methodology and the specific attributes assessed, and should not be relied upon as a generalized environmental claim regarding PHC Chennai's operations. The rating does not assess all environmental impacts of PHC Chennai's activities, including its operations.



Spotlight



Reducing GHG Emissions

Overview of Our Goals

We recognize the importance of understanding our emissions impact across our value chain. In alignment with our sustainability strategy to reduce GHG emissions, we set initial goals for Scope 1 and 2 GHG emissions in December 2025. In 2025, we also completed our first Scope 3 emissions inventory for a two-year period (2023 and 2024). We also continued tracking progress towards our U.S. Department of Energy Better Plants Program goal of reducing energy intensity by 25% over 10 years in our U.S. manufacturing sites.

We aspire to reduce absolute Scope 1 and 2 market-based GHG 30% by 2035, using 2019 as the baseline year. Our approach emphasizes practical, high-impact solutions, including standardizing procedures, improving operational efficiency, retrofits and electrification, renewable energy adoption, and market-based instruments. These efforts are designed to support both environmental performance and operational optimization across our global footprint.

In addition, our Leggett Dynamics business set goals that support our global goal:

- Reduce total Scope 1 and Scope 2 market-based emissions by 85% in 2026 and 90% in 2030, both compared to a 2024 base year, by implementing a renewable energy and efficiency improvement program.
- Reduce Scope 2 market-based emissions with the expectation that 85% of our electricity supply will be from renewable sources in 2026 and 100% from renewable sources in 2030, including, but not limited to, the purchase of renewable energy certificates.
- Achieve carbon neutrality in 2030 by purchasing carbon offsets to address our residual Scope 1 and 2 GHG emissions.
- Achieve net-zero in 2038 by transitioning to purchase carbon removal credits to address our residual Scope 1 and 2 GHG emissions.

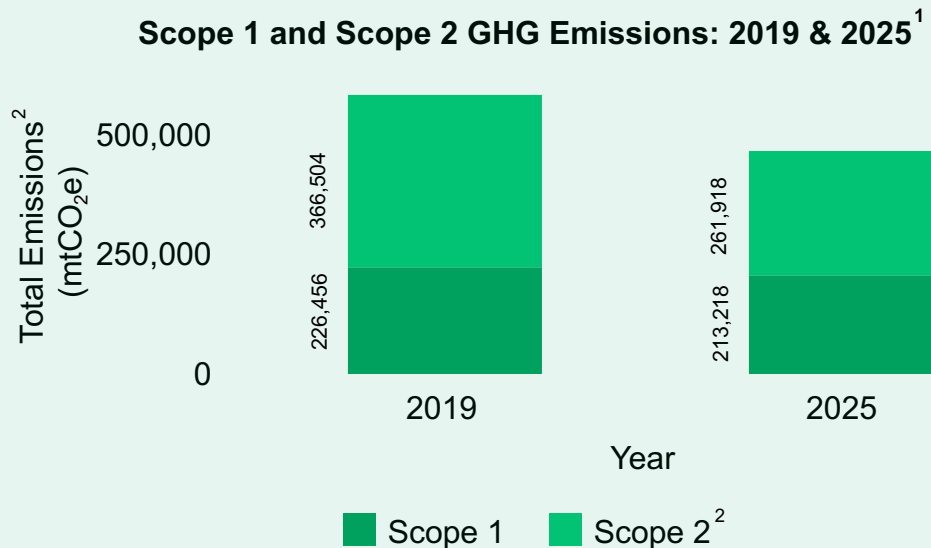


Our goals demonstrate our dedication to advancing a low-carbon future through measurable targets, improved data transparency, growing our renewable energy commitments, and cost-effective operational improvements.

Scope 1, Scope 2, and Scope 3 GHG Emissions

Scope 1 and Scope 2 GHG Emissions

Our Scope 1 and Scope 2 GHG emissions inventory base year is 2019. We engaged an external party to conduct a limited assurance engagement on our 2025 calendar year GHG emissions inventory and the report is on [our website](#).



¹At the end of 2025, our total GHG emissions, measured using a market-based approach, were approximately 20% less than our combined Scope 1 and 2 GHG emissions over the baseline year of 2019, which was due, in significant part, to the decrease of production over the same period.

²Market-based Scope 2 emissions are used to assess emission reduction progress. Scope 1 and 2 calculations included the following gases: carbon dioxide, methane, nitrous oxide, and hydrofluorocarbons.

Our steel rod mill consistently represents a large percentage of our global combined Scope 1 and Scope 2 GHG emissions. Due to the significant contributions, achieving our global emission reduction goal will rely on the ability of our steel rod mill to realize emission reduction opportunities.

Scope 3 GHG Emissions

We are still at the beginning stages of our Scope 3 journey, focusing on improving data accuracy to understand the greatest opportunities for emission reduction in our value chain. In 2025, we completed our first Scope 3 inventory for a two-year period. In 2026, we aim to improve our Scope 3 inventory to provide a more complete representation of our upstream and downstream GHG emissions.



Member of the Global Steel Climate Council (GSCC™)*

As a member of the GSCC™, our steel rod mill has committed to reduce GHG emissions from Scope 1, Scope 2, and upstream Scope 3 categories. In 2025, the mill completed its own Scope 3 inventory consistent with the commitment to the GSCC™ Standard. They will continue working through the GSCC™ Standard requirements throughout 2026.

Emissions Reduction Levers and Roadmap

In 2025, we developed preliminary estimates of capital expenditures and operating costs that may be required to reach our GHG emissions reduction goal. Based on this analysis, we do not expect that these capital expenditures or operating costs will be material to our financial condition or results of operations.

In certain instances, reducing emissions across our global operations presents cost-saving opportunities while also supporting our goal of reducing GHG emissions. Our largest Scope 1 and 2 GHG emissions sources are purchased electricity and stationary combustion, followed by process emissions and mobile combustion. Our five emission reduction levers to strategically implement in our operations and fleet are:

- **Standardized Procedures:** Emphasizing and standardizing current practices that require no or low cost.
- **Efficiency and Optimization:** Enhancing operational efficiency, leveraging available incentives, investing in strategic energy efficiency programs, and optimizing our fleet.
- **Retrofits and Electrification:** Switching from fossil-based fuels and investing in higher-efficiency equipment through electrification where possible.
- **Renewable Generation:** Investing in renewable generation or purchasing electricity from renewable energy sources.
- **Market-Based Instruments:** Purchasing credible renewable market-based instruments, such as energy certificates, carbon credits, and/or offsets.

*GSCC™ is a registered trademark owned by Global Steel Climate Council, Inc.

Reducing Energy Consumption

Although not material to our earnings, our emission reduction efforts in 2025 included the following.

Standardized Procedures

- Hosting training to educate operations on basic energy management
- Initiating coordination to establish a U.S. Department of Energy 50001 Ready cohort of our three top energy-consuming sites
- Establishing an energy management strategy and commenced planning of a demand management program for U.S.-based operations

Efficiency and Optimization

- Implementing energy-efficiency projects at our steel rod mill and other operations
- Enrolling one Flooring operation in a demand response program
- Conducting energy assessments at four Flooring businesses that resulted in identifying energy efficiency projects that, if implemented, could reduce annual usage by over 3,800 MWh and avoid over 1,600 tons of CO₂

Renewable Generation

- Initiating installation of over 6,400 MWh of on-site solar generation at two locations in our International Bedding business
- Consuming approximately 1,850 MWh of zero-emission electricity from on-site renewable sources
- Engaging in development of on-site renewable energy system projects in our Leggett Dynamics business
- Evaluating on-site renewable technology opportunities for our U.S.-based operations in partnership with the Department of Energy Onsite Energy Technical Assistance Partnership

Market-Based Instruments

- Achieving 100% renewable electricity at our Austrian Leggett Dynamics operation through a renewable electricity contract
- Achieving 100% renewable electricity through procurement of renewable energy certificates at our two Work Furniture operations in Poland

Fleet Efficiency

We operate approximately 700 vehicles, which includes our internal logistics fleet and private-passenger vehicles. Our logistics fleet provides freight services to many of our U.S. manufacturing locations.

Improving our fleet's efficiency is an important factor in our emission-reduction pathway, and we measure fuel efficiency and deadhead to assess this. In 2025, our U.S. fleet maintained similar miles per gallon as in previous years, but we improved our deadhead rate (trucks traveling with no cargo) by 7.2%. We also upgraded one-third of our U.S. commercial fleet to new and more efficient sleeper tractors and increased our fuel efficiency by 2%. These models will have newer technology, including Auxiliary Power Units, which can help reduce idling and improve drive comfort during rest periods.

Climate-Related Risk

Our Board of Directors and the Board's Nominating, Governance and Sustainability Committee oversee our corporate responsibility and sustainability policies and programs, including environmental, social, and governance matters. Additionally, our Enterprise Risk Management process provides a structured framework for identifying, assessing, and responding to climate-related risks.

To learn more about our governance processes, strategy, risk management processes, and metric and targets related to climate-related financial risk, read our [Climate-Related Financial Risk Report](#).

Further discussion of potential direct and indirect physical effects, market transition risks, and regulatory risks associated with climate change is included in the [2025 10-K](#) climate change disclosure.

L&P is recognized by the Carbon Disclosure Project (CDP¹) for our transparency on environmental issues and sustainability.

In 2025, we achieved a C score in Climate Change, meaning that we have gone beyond disclosing data to demonstrating an understanding of our environmental impacts and risks.

Climate



2025





Supply Chain Management

We rely on thousands of suppliers to provide the materials, goods, and services that our company needs to manufacture products for our customers around the world. We strive to ensure our suppliers operate according to our high ethical standards, which include the health, safety, and welfare of their employees, coupled with the protection and preservation of the environment.

Key Priorities and Goals

Maintain ethical and responsible sourcing practices

- Maintain participation in Customs Trade Partnership Against Terrorism (CTPAT) program
- Effectively maintain supplier risk management programs and identify sourcing risks

Improve performance of our global logistics

- Improve logistics and network efficiency

Maintaining Ethical and Responsible Sourcing Practices

Our [Supplier Code of Conduct](#), along with our standard [Purchase Order Terms and Conditions](#), serve as the foundation for ensuring our suppliers operate according to our high ethical standards. We regularly enhance our Supplier Code of Conduct to include additional topics that help ensure our suppliers operate their businesses in a way that is consistent with our values. All of our critical suppliers are asked to acknowledge the Code of Conduct.

CTPAT Participation

We are a long-standing, fully certified and validated member of the CTPAT program. We are both a domestic and foreign manufacturer member of the CTPAT program and have been participating in the program since its inception.

Through this program, U.S. Customs and Border Protection (CBP) works with the entire trade community to strengthen international supply chains and improve United States border security. CTPAT is a voluntary public-private sector partnership program which recognizes that CBP can provide the highest level of cargo security only through close cooperation with all the principal stakeholders of the international supply chain such as importers, carriers, consolidators, licensed customs brokers, and manufacturers.

We greatly value our membership in this program and gain many benefits in terms of supply chain privileges. Through our continuing relationship with CBP, we have engrained sound supply chain security concepts into our normal business processes. Membership in this program is administered centrally by the Leggett & Platt Supply Chain Group and adhered to within both applicable Leggett & Platt operations and their respective supply chains.



We are a long-standing, fully certified and validated member of the CTPAT program. We are both a domestic and foreign manufacturer member of the CTPAT program and have been participating in the program since its inception.

Supplier Risk Management Programs and Sourcing Risks

We continue to maintain a comprehensive Supply Chain Risk Management program to identify opportunities and address potential risk. Through our third-party risk-monitoring platform, we are able to systematically monitor varying risk criteria, including financial, sustainability, and operational risks. A multi-layered risk-based approach helps to ensure prospective and current suppliers can meet our standards and their obligations. Elements of our approach include:

- Automated risk monitoring, which includes public data sources related to suppliers' physical/geographic locations and news related to suppliers (reputable global news outlets as well as social media monitoring).
- Financial risk assessments, which are conducted during onboarding of new suppliers as well as on an ongoing basis for critical suppliers and those with spend greater than \$1 million annually.
- Office of Foreign Assets Control (OFAC) Denied Party Screening, which is conducted during sourcing, onboarding of new suppliers and customers, and ongoing for all suppliers and customers.
- Sustainability assessments completed by Tier 1 suppliers with system rollout.
- Supplier assessments – on-site, virtual, and self-assessments. International suppliers that import into the U.S. are subject to periodic on-site assessments. Assessments cover, among other things, compliance with Leggett & Platt policies.



For more information, visit our [Supplier Information](#) webpage.

Improving Performance of Our Global Logistics

Improving our global logistics performance is an important factor in our supply chain management efforts, and we continue to make progress toward our goal to improve our logistics and network efficiency.

In 2025, all modes of our domestic and international logistics showed a reduction in emissions by 10%* over the previous year. We decreased our global logistics carbon intensity by using more efficient modes of transportation and transporting more full container loads.

*Data calculated using Net Zero Action Green Freight Handbook CO₂ emission factors (netzeroaction.org). This includes international and domestic air, ocean, and land freight for shipments billed to our locations only.



Business Ethics and Governance

We are committed to ensuring a culture of good governance and high ethical standards within our businesses. Rigorous corporate governance contributes positively to long-term shareholder value, and our dedication to ethics instills integrity in all aspects of our business.

Key Priorities and Goals

Uphold high standards of ethical conduct

- Provide business ethics resources and training to substantially all employees with company email access to ensure our standards are met

Maintain a high-functioning and effective Board of Directors and Executive Leadership Team

- Cultivate a mix of opinions, perspectives, skills, experiences, and backgrounds in our Board of Directors and Executive Leadership Team

Upholding High Standards of Ethical Conduct

Policies and Training

Every year, we provide business ethics resources and training to substantially all employees with company email access to ensure our standards are met. We maintain numerous policies to help our employees understand our commitment to ethical business practices.

These policies guide our compliance efforts and address several important topics, including, but not limited to, anti-bribery and corruption, antitrust and fair competition, conflicts of interest, gifts and entertainment, privacy and data protection, social responsibility, health and safety, insider trading, equal opportunity, and whistleblower retaliation protection.

Business Policies Manual, Global Competition Policy, and Global Anti-Bribery Policy

Leggett & Platt communicates its expectations for ethical and lawful conduct through its Business Policies Manual, [Global Anti-Bribery Policy](#), and Global Competition Policy. In 2025, the Business Policies Manual was distributed broadly across the organization with online training for all recipients, while the Global Anti-Bribery Policy and Global Competition Policy are made available to employees through the company's intranet with online training assigned to employees based on role, responsibility, and risk exposure.

We communicate our Global Anti-Bribery Policy to the Board annually, as well as to substantially all our suppliers designated as critical Tier 1 suppliers periodically. Third parties who do business on behalf of our company are expected to comply with all laws and regulations and abide by the core principles described in our Global Anti-Bribery Policy. Moreover, we have a dedicated legal department and a network of trusted attorneys worldwide assisting with any compliance or regulatory issues that may arise anywhere we either do business or where our products are sold.

Code of Business Conduct and Ethics and Financial Code of Ethics

We maintain a [Code of Business Conduct and Ethics](#) that applies to all directors, officers, and employees. All directors and executive officers must attest annually that they will comply with the Code of Business Conduct and Ethics. Our senior financial officers adhere to both this and the [Financial Code of Ethics](#), to which they also must certify annually.

Every Leggett & Platt employee is expected to:

- Comply with all laws, regulations, and company policies
- Maintain ethical behavior
- Follow common privacy principles when dealing with personal information
- Report any suspected misconduct, illegal activity, fraud, abuse of company assets, or other violation of ethical standards

Ethics Hotline

To help foster an ethical workplace and a culture of integrity, employees, suppliers, and customers are all empowered, without fear of retaliation or punishment, to raise questions or concerns about our operations and business practices and are encouraged to report behaviors that they believe may violate the law or Company policy.

The Ethics Hotline is a telephone and email-based reporting mechanism that is available 24 hours a day, seven days a week, 365 days a year. Information about the Ethics Hotline is translated into 14 different languages, and callers can utilize the designated phone number for their particular country, or a universal email address. Information is available on Leggett & Platt's website and employee intranet sites, incorporated into certain terms and conditions with third parties, included in various internal- and external-facing policies and procedures, and posted in multiple high-traffic areas in each of our facilities worldwide. Every employee is also provided written reminders of the Ethics Hotline semi-annually.

In 2025, we received approximately 70 reports that were processed through the Ethics Hotline. All of these reports were (or are currently being) investigated.

Every report into the Ethics Hotline is treated confidentially to the fullest extent reasonably practicable and allowed by law. Designated personnel are trained to handle reports in a way that maintains the integrity of the program.

Employees and others making reports are encouraged to identify themselves and make themselves available to provide additional information, but they may choose to remain anonymous.

Each report is fully investigated and communicated through a robust reporting process. Any potential violation of law or Company policy that is reported through our Ethics Hotline is immediately brought to the attention of certain members of the Board, senior leaders, the Chief Compliance Officer, and the Vice President of Internal Audit. Every report, regardless of whether it is later substantiated, is shared with two members of the Board: one independent director and the CEO. Certain types of reports are also communicated to our Audit Committee and external auditors. All reports received are promptly investigated, and appropriate action is taken based on the findings.

Personnel from the Legal, Internal Audit, and Human Resources departments who administer and investigate hotline reports are qualified to conduct investigations into potential violations and have the appropriate authority and expertise to administer, review, investigate, and evaluate such reports. If needed, external resources are also available to assist in investigations.



Our Ethics Hotline is a telephone and email-based reporting mechanism that is available 24 hours a day, seven days a week, 365 days a year.

Maintaining a High-Functioning and Effective Board of Directors and Executive Leadership Team

Our Board of Directors is comprised of highly experienced and engaged independent directors and an executive director who provide effective oversight of the Company's management. As of December 31, 2025, seven of eight of our directors were independent and one director was a management director.

We recognize the value of cultivating a Board with a diverse mix of opinions, perspectives, skills, experiences, and backgrounds, which we believe enhances our decision-making processes and achievement of our long-term strategy.

Board Committees

Our Board reviews evolving corporate governance best practices, changing regulatory requirements, and shareholder feedback and makes changes it believes are in the best interest of Leggett & Platt and its stakeholders. The Board actively supervises our overall strategies and programs through three standing committees:

- **The Audit Committee** oversees our enterprise risk-management process and the scope and effectiveness of our compliance policies and programs.
- **The Nominating, Governance and Sustainability Committee** oversees our corporate responsibility and sustainability policies and programs, including environmental, social, and governance matters; reviews the sustainability report and any sustainability targets; and annually reviews and oversees political and charitable contributions.
- **The Human Resources and Compensation Committee** oversees Human Resources policies and programs, compensation plans, officer and director compensation, executive succession planning, and senior management leadership development. This oversight is designed to support our business objectives; to attract, retain, and develop high-quality leadership; and to link compensation with business objectives and performance.



Our independent directors reflect a range of backgrounds, including three women and three directors who self-identify as racial or ethnic minorities.

Corporate Governance

Our governance structure supports our sustainability goals and accountability:

- Governance efforts led by our Chief Compliance Officer, who is also the Executive Vice President – General Counsel, with oversight by the Board and senior leaders
- Annually elected directors
- Majority voting and 3/3/20/20 proxy access
- Diverse board and management team

We also maintain good governance and effective operations through written policies and auditing programs. Our written policies, procedures, and controls set the standards that guide our actions and ensure the highest levels of responsibility, integrity, and legal compliance across our businesses. We strive to ensure compliance with these standards through ongoing review, monitoring, and auditing of our procedures and controls, as well as through regular risk assessments, including anti-bribery, anti-corruption, and competition risk assessments covering substantially all our operations. Our internal audit team proactively consults with and surveys a sample of employees regarding potential ethical concerns.

Sustainability Governance Structure



Board of Directors

Ultimate responsibility for the Company's sustainability-related programs and initiatives



Nominating, Governance and Sustainability Committee

Oversees sustainability strategy and policies, and advises the Board on sustainability-related risks, opportunities, and governance practices



Executive Leadership Team

Responsible for integrating sustainability into business strategy, setting priorities, and ensuring effective execution of sustainability initiatives across the organization



Sustainability Workstreams

Cross-functional teams that develop, implement, and track progress on specific sustainability initiatives aligned with sustainability goals

Policies

[Corporate Governance Guidelines](#)

[Supplier Code of Conduct](#)

[Human Rights Policy](#)

[Environmental, Health, Safety, and Sustainability Policy](#)

[Conflict Minerals Policy](#)

[Human Trafficking and Slavery Policy](#)

Information About This Report

Forward-Looking Statements

This report contains “forward-looking” statements that are not historical in nature. These statements are identified either by the context in which they appear or by use of words such as “aim,” “anticipate,” “believe,” “estimate,” “expect,” “future,” “goal,” “intend,” “may,” “plan,” “project,” “seek,” “should,” “strive,” or the like. All such forward-looking statements are expressly qualified by the cautionary statements described in this provision.

Any forward-looking statement reflects only the beliefs of Leggett & Platt or its management at the time the statement is made. Because all forward-looking statements deal with the future, they are subject to risks, uncertainties, and developments, which might cause actual events or results to differ materially from those envisioned or reflected in any forward-looking statement. Moreover, we do not have, and do not undertake any duty to update or revise any forward-looking statement to reflect events or circumstances after the date on which the statement was made. For all of these reasons, forward-looking statements should not be relied upon as a prediction of actual future events, objectives, strategies, trends, or results. Listed below are some important risks, uncertainties, and contingencies that could cause actual events or results to differ materially from forward-looking statements: our inability to (i) foster a positive, engaging, and inclusive culture and enhance a safe workplace; (ii) maintain a diverse Board of Directors and Executive Leadership Team; (iii) accurately measure and report GHG emissions data and reduce GHG emissions; (iv) accurately measure, benchmark, and improve environmental performance of our global logistics activities, including our fleet and freight services; (v) maintain the EPA SmartWay certification; (vi) reduce environmental impacts of our products across their lifecycle; (vii) reduce and eliminate chemicals of concern within our products and manufacturing processes; (viii) maintain a robust EHS program; (ix) reduce safety incident rates; (x) create equitable and competitive compensation and benefits; (xi) improve employee talent development and employee engagement; (xii) increase the number of manufacturing locations considered zero waste to landfill; (xiii) develop a comprehensive chemical management program; (xiv) maintain ethical and responsible sourcing practices; (xv) enhance our supplier strategy and goals; (xvi) incorporate our learnings into global and local changes in human resources, talent, performance, promotion, and recruiting policies and practices; (xvii) improve key management systems to improve data collection (including GHG emissions, energy usage, and other data); (xviii) implement training of all sustainability matters; (xix) achieve climate-reduction targets and improve our Scope 3 inventory; (xx) achieve targets associated with the GSCC Standard; (xxi) maintain participation in CTPAT; (xxii) use water efficiently; (xxiii) produce safe, high-quality products; (xxiv) maintain legal and ethical compliance of our employees and third parties who do business with and on behalf of Leggett; (xxv) enhance our supplier assessment, risk management, and logistics processes, including a heightened emphasis on labor and social standards; (xxvi) maintain alignment with TCFD, SASB, UN Sustainability Goals, and GRI; (xxvii) align with the ISSB disclosure framework; (xxviii) transition locations to ISO 9001 third-party certified systems; (xxix) standardize and maintain environmental management systems; (xxx) successfully manage our environmental compliance; (xxxi) reduce our energy consumption and implement energy-efficient upgrades and improvements; (xxxii) realize emission-reduction opportunities at our steel rod mill; (xxxiii) continue to standardize our approach to performance management; and (xxxiv) continue the expansion and maturity of succession planning efforts. They also include factors that could adversely impact our trade sales, earnings, liquidity, cash flow, and financial condition, all of which could impact the funding available to carry out our sustainability efforts; and other risk factors in our Form 10-K filed with the SEC on February 26, 2026, and subsequent Form 10-Qs.

Other Important Information

The inclusion of information in this 2026 Sustainability Progress Report should not be construed as a characterization regarding the materiality or financial impact of that information. For additional information that is material to Leggett & Platt, Incorporated, including information on the factors that could impact our ability to execute our sustainability strategies and other material risks to our business, please see our filings with the SEC, including our annual report on Form 10-K filed February 26, 2026, and subsequent quarterly reports on Form 10-Q. Uncertainties are inherent in collecting data from a wide range of operations in a global company such as Leggett & Platt. We believe the data included in this report to be materially accurate, but not all such data has been externally audited. We expect our data collection systems to evolve, and we seek to continually improve our processes for collecting and disclosing accurate, meaningful, and consistent sustainability data.

This 2026 Sustainability Progress Report is provided solely as a stakeholder courtesy, does not constitute any representation, warranty, assurance, commitment, contract, or promise, and may not be relied upon by any person for or entity for any purpose.

Trademarks and Logos

¹Many of the standard setting organizations referred to in this report have international trademark registrations for their organization names.

Appendix 1: SASB Building Products & Furnishings Disclosure

Disclosure	Description	Response
CG-BF	Building Products & Furnishings	
CG-BF-130a	Energy Management in Manufacturing	
CG-BF-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	(1) Total energy consumed by Leggett & Platt in 2025 was 1,460,349 MWh (all energy types) (2) Substantially all electricity used is from the grid. (3) 2026 Sustainability Progress Report, p. 37
CG-BF-250a	Management of Chemicals in Products	2026 Sustainability Progress Report, p. 26-27
CG-BF-250a.1	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	2026 Sustainability Progress Report, p. 26-27
CG-BF-250a.2	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	On-site chemicals are managed according to federal, state, and local regulations, through a risk-based approach.
CG-BF-410a	Product Lifecycle Environmental Impacts	
CG-BF-410a.1	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	2026 Sustainability Progress Report, p. 18-19
CG-BF-410a.2	(1) Weight of end-of-life material recovered, (2) percentage of recovered materials recycled	(1) We currently do not have this information to report. (2) 2026 Sustainability Progress Report, p. 18-19
CG-BF-430a	Wood Supply Chain Management	
CG-BF-430a.1	(1) Total weight of wood fiber materials purchased, (2) percentage from third-party certified forestlands, (3) percentage by standard and (4) percentage certified to other wood fiber standards, (5) percentage by standard	(1) We currently do not have this information to report. (2) Total certified wood spend 47% (Adjustable Bed Business only) (3) Total certified wood spend 47% (ABU only) (4) and (5) We currently do not have this information to report.
CG-BF-000.A	Annual production	Our steel rod mill in Sterling, Illinois, is material to our overall manufacturing processes and is reported in our Bedding Products segment. It has an annual output capacity of approximately 500,000 tons of steel rod, of which approximately half is used by our own wire mills. 2025 10-K , p. 29
CG-BF-000.B	Area of manufacturing facilities	Our steel rod mill in Sterling, Illinois, is material to our overall manufacturing processes and is reported in our Bedding Products segment. The rod mill consists of approximately 1 million square feet of owned production space. 2025 10-K , p. 29

Appendix 2: Alignment to United Nations Sustainable Development Goals



	Leggett & Platt Goals	UN Sustainable Development Goals
Our People	Foster a positive, engaging, and inclusive culture	5 8
	Enhance our safety culture	3
Innovative Products	Reduce environmental impacts of our products across their lifecycle	9 12
	Improve chemical management in our business	12
The Environment	Demonstrate our ongoing commitment to environmental responsibility	6 7 13 15
	Reduce greenhouse gas (GHG) emissions	13
Supply Chain Management	Maintain ethical and responsible sourcing practices	12
	Improve performance of our global logistics	13
Business Ethics and Governance	Uphold high standards of ethical conduct	16 17
	Maintain a high-functioning and effective Board of Directors and Executive Leadership team	16

Appendix 3: GRI Content Index

Leggett & Platt has reported the information cited in this GRI Content Index for the period January 1, 2025 through December 31, 2025 with reference to the GRI Standards.

GRI 1: Foundation 2021

GRI Standard	Disclosure	Response
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	a) 2025 10-K , p. 3 b) Stock Corporation, NYSE listed and publicly traded (LEG) c) 2025 10-K , p. 28 d) 2026 Sustainability Progress Report, p. 2; 2025 10-K , p. 8, 29
	2-2 Entities included in the organization's sustainability reporting	a) 2026 Sustainability Progress Report, p. 3
	2-3 Reporting period, frequency and contact point	a) 2026 Sustainability Progress Report, p. 3; Annual b) 2025 10-K , Cover Page c) July 31, 2026 d) lp.sustainability@leggett.com
	2-5 External assurance	a) 2025 Leggett & Platt Assurance Report ; 2026 Sustainability Progress Report, p. 35; We determine when we require external assurance on sustainability data based on a risk assessment of internal and external factors including: compliance with laws and regulations, industry best practices, and internal goals and capabilities. Relevant board committees and senior management are involved throughout the assurance approval process and final assurance opinion. b) 2025 Leggett & Platt Assurance Report ; 2026 Sustainability Progress Report, p. 35
	2-6 Activities, value chain and other business relationships	a) 2025 10-K , p. 3; 2026 Sustainability Progress Report, p. 2 b) 2025 10-K , p. 3-6, 28-29
	2-7 Employees	a) 2026 Sustainability Progress Report, p. 5; 2025 10-K , p. 11-12
	2-9 Governance structure and composition	a) 2026 Sustainability Progress Report, p. 45, Leggett & Platt Governance b) 2026 Sustainability Progress Report, p. 45, Leggett & Platt Governance c) 2026 Sustainability Progress Report, p. 45, Leggett & Platt Governance ; 2026 Proxy Statement , p. 2, 13-17
	2-10 Nomination and selection of the highest governance body	a) Leggett & Platt Governance Corporate Governance Guidelines b) 2026 Proxy Statement , p. 8-9
	2-11 Chair of the highest governance body	a) Leggett & Platt Governance b) 2026 Proxy Statement p. 5
	2-12 Role of the highest governance body in overseeing the management of impacts	a) 2026 Sustainability Progress Report, p. 46 b) Leggett & Platt Governance ; 2026 Proxy Statement p. 4 c) Leggett & Platt Governance
	2-13 Delegation of responsibility for managing impacts	a) 2026 Sustainability Progress Report, p. 45-46
	2-14 Role of the highest governance body in sustainability reporting	a) 2026 Sustainability Progress Report, p. 46

GRI Standard	Disclosure	Response
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	2026 Proxy Statement , p. 2
	2-19 Remuneration policies	a) 2026 Proxy Statement , p. 1-12; 31-59 b) 2026 Proxy Statement , p. 1-12; 31-59
	2-20 Process to determine remuneration	a) 2026 Proxy Statement , p. 31-59 b) 2026 Proxy Statement , p. 31-59; Form 8-K for Leggett & Platt, Incorporated filed May 22, 2026, p. 2-3
	2-22 Statement on sustainable development strategy	a) 2026 Sustainability Progress Report, p. 3
	2-23 Policy commitments	a) Leggett & Platt Governance , 2026 Sustainability Progress Report, p. 40, 43 b) Human Rights Policy c) Leggett & Platt Sustainability - Various policies linked; Leggett & Platt Governance
	2-25 Processes to remediate negative impacts	a) Human Rights Policy Grievance Mechanism; Reporting Violations b) 2026 Sustainability Progress Report, p. 43; Human Rights Policy Grievance Mechanism; Reporting Violations
	2-26 Mechanisms for seeking advice and raising concerns	a) 2026 Sustainability Progress Report, p. 43
	2-28 Membership associations	Leggett & Platt, Inc. was a member of 17 membership associations, paying dues or fees of approximately \$0.45M
	2-30 Collective bargaining agreements	a) 2025 10-K , p. 11
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	a) Leggett & Platt Sustainability b) Leggett & Platt Sustainability
	3-2 List of material topics	a) Leggett & Platt Sustainability
Economic Topics		
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	a) 2026 Sustainability Progress Report, p. 38; 2025 10-K , p. 16-17, 24-26, 62-63
GRI 205: Anti-Corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	2026 Sustainability Progress Report, p. 43 Leggett & Platt Governance
Environmental Topics		
GRI 301: Materials 2016	301-2 Recycled input materials used	2026 Sustainability Progress Report, p. 18, 25, 31
GRI 302: Energy 2016	302-1 Energy consumption within the organization	a) 783,803 MWh (Natural Gas, Gasoline, Propane Gas, Diesel, Distillate Fuel Oil, Coal-to-Methanol, Jet Fuel) c) i 673,842 MWh, ii 321 MWh, iii 1 MWh, 2,382 MWh e) 1,460,349 MWh (all energy types, including market-based electricity)
	302-3 Energy intensity	a) 0.053 MWh per square foot b) Portfolio square footage c) All energy types d) The ratio uses energy consumption within the organization.
	302-4 Reduction of energy consumption	a) 2026 Sustainability Progress Report, p. 34, 36-37 b) 2026 Sustainability Progress Report, p. 34, 36-37
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	a) 2026 Sustainability Progress Report, p. 32
	303-2 Management of water discharge-related impacts	a) 2026 Sustainability Progress Report, p. 32

GRI Standard	Disclosure	Response
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	a) 2025 Sustainability Progress Report, p. 35 b) 2025 Sustainability Progress Report, p. 35 d) 2025 Sustainability Progress Report, p. 35
	305-2 Energy indirect (Scope 2) GHG emissions	a) Leggett & Platt Sustainability Website b) 2026 Sustainability Progress Report, p. 35 c) 2026 Sustainability Progress Report, p. 35 d) 2026 Sustainability Progress Report, p. 35 e) Leggett & Platt Sustainability Website f) Leggett & Platt Sustainability Website g) Leggett & Platt Sustainability Website
	305-3 Other indirect (Scope 3) GHG emissions	b) 2026 Sustainability Progress Report, p. 35 c) 2026 Sustainability Progress Report, p. 35 d) 2026 Sustainability Progress Report, p. 35
	305-4 GHG emissions intensity	a) 0.00012 MTCO ₂ e per dollar (USD) b) \$4.055 billion c) Scope 1 & Scope 2 market-based Total MTCO ₂ e
	305-5 Reduction of GHG emissions	a) 2026 Sustainability Progress report, p. 37 b) Methane CH ₄ , Nitrous Oxide N ₂ O, CO ₂ Carbon Dioxide d) Scope 1 & 2
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	a) 2026 Sustainability Progress Report, p. 31
	306-2 Management of significant waste-related impacts	a) 2026 Sustainability Progress Report, p. 31 c) 2026 Sustainability Progress Report, p. 31
	306-4 Waste diverted from disposal	e) 2026 Sustainability Progress Report, p. 31 Recycling of steel, foam, cardboard, paper, plastic, chemicals, lubricants, and others are examples of ways our sites increase their waste-diversion rates.
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	a) 2026 Sustainability Progress Report, p. 41
Social Topics		
GRI 401 Employment 2016	401-1 New Employee Hires and Employee Turnover	a) 3,048 employees b) 2025 10-K , p. 11
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	a) 2026 Sustainability Progress Report, p. 11-12 b) 2026 Sustainability Progress Report, p. 11-12

GRI Standard	Disclosure	Response
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	2026 Sustainability Progress Report, p. 11-12 Our goal is to reduce and eliminate workplace injuries through process safety and to continuously improve from lessons learned through accident investigations. We use a risk-based approach to identify the type and scope of EHS assessments to be conducted. The assessment tracks facility compliance and engagement with all required SafeGuard program elements. Where necessary, corrective action plans are developed and implemented. SafeGuard facilitates the development of relevant job hazard analysis, which must be undertaken on many processes and is used to develop comprehensive job procedures. Job-specific health and safety practices are implemented across the business. Emergency response plans and business continuity planning are required elements for our manufacturing facilities under SafeGuard.
	403-5 Worker training on occupational health and safety	2026 Sustainability Progress Report, p. 11-13
	403-8 Workers covered by an occupational health and safety management system	2026 Sustainability Progress Report, p. 11-13 Under SafeGuard, our comprehensive health and safety management system, all facilities globally are required to follow stringent health and safety requirements. These requirements apply to all employees at our manufacturing facilities, including permanent, temporary, and contracted workers.
	403-9 Work-related injuries	2026 Sustainability Progress Report, p. 13
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	a) 2026 Sustainability Progress Report, p. 6, 42 Depending on job position and responsibilities, many employees receive several hours of training per year. In addition to formal training, our Legal Compliance team regularly interacts with employees to provide individual guidance and training when appropriate for specific legal compliance topics.
	404-2 Programs for upgrading employee skills and transition assistance programs	a) 2026 Sustainability Progress Report, p. 6-8; 2025 10-K , p. 11
	404-3 Percentage of employees receiving regular performance and career development reviews	a) 2026 Sustainability Progress Report, p. 8
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	a) 2026 Proxy Statement, p. 2 b) 2026 Sustainability Progress Report, p. 5
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	a) 2026 Sustainability Progress Report, p. 41
GRI 415: Public Policy 2016	415-1 Political contributions	Leggett & Platt Political Contributions
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	a) 2026 Sustainability Progress Report, p. 20-22