

Sustainability

Sustainability & Governance Focus Areas

Leggett & Platt



Our People

- Committed to supporting our employees and ensuring the right resources and processes are in place for our teams to succeed

Innovative Products

- Focused on reducing the environmental impacts of our products across their lifecycles and improving chemical management in our businesses

The Environment

- Identifying ways to limit our environmental impact and taking steps toward emission-reducing activities

Supply Chain Management

- Global supply base vetted through comprehensive supplier qualification, risk, and review processes

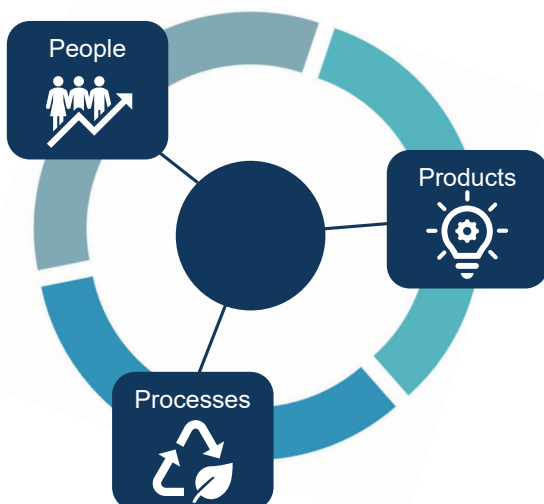
Business Ethics & Governance

- Strong governance, high ethical standards, board leadership and oversight, human rights, data privacy and cyber security, and reporting accountability are key priorities

Our Commitment to Enhancing Lives

Leggett & Platt

Enhancing lives through our people, our products, and our processes



✓ Investing in our people to attract and retain a diverse pool of talent for long-term success

✓ Innovative products deliver positive sustainability impact for our customers

✓ Focus on resource efficiency, waste reduction, and renewables protects environment and reduces costs

Investing in Our People



To attract and retain a diverse pool of talent for long-term success

- ID&E strategy and initiatives designed to foster an inclusive and diverse culture that aligns with our values and priorities
- **People First** learning program promotes more creative, connected, and collaborative teams
- **People First Champion Network** facilitates conversations around our values and inclusive leadership habits
- **Women's Employee Resource Group** fosters personal and professional development, raises the visibility of women, and broadens their support network
- **Leggett Learning and Leadership** provides online tools and resources for employee growth and career development
- **Leadership Essentials Experience** are virtual, instructor-led courses focusing on creating an environment where employees can realize their aspiration to grow

CEO Action Pledge for Diversity & Inclusion

- 1 Making our workplace a trusting environment in which we can have ongoing conversations about diversity and inclusion
- 2 Expanding our awareness and understanding of implicit bias
- 3 Sharing our best – and unsuccessful – practices with others
- 4 Engaging our Board in discussing and prioritizing strategies and actions that grow our inclusive culture

Innovative Products



Deliver positive sustainability impact for our customers

	<p>Lightweight automotive components help to reduce overall vehicle weight, improve fuel efficiency, and reduce noise</p>	<p>➔</p> <ul style="list-style-type: none"> • Product design innovation has led to the reduction of raw materials and weight, contributing to vehicles that are lighter and more fuel efficient • Evolution in product design has resulted in the use of ferrite magnets instead of rare earth magnets, helping reduce the use of rare earth minerals
	<p>Our newer bedding products reduce mattress weight and use less petro-chemicals</p>	<p>➔</p> <ul style="list-style-type: none"> • Every 100 queen mattresses constructed with Quantum Edge® and Caliber Edge™ conserves 40 gallons of petro-chemical contents* • Quantum Edge® and Caliber Edge™ with Eco-Base integrate a fabric scrim that is up to 80% lighter and contains 80% fewer petro-chemicals than the base poly foam** it is replacing
	<p>Our Flooring Products business manufactures carpet underlay products that make a direct contribution towards LEED green building certification for our customers</p>	<p>➔</p> <ul style="list-style-type: none"> • All products can be 100% recycled at the end of their useful life • Bonded/Bonded Plus carpet cushions consist of 100% recycled foam • Rubber XD/Rubber Plus carpet cushions contain no less than 20% pre-consumer recycled material • Fiber carpet cushion is composed of a high percentage of industry-derived recycled fibers
	<p>Our geotextile products, such as erosion-control blankets and silt fencing, address the challenges of land at risk of natural or man-made erosion</p>	<p>➔</p> <ul style="list-style-type: none"> • Using a geogrid or geotextile fabrics for subgrade stabilization significantly lowers the amount of energy expended from extracting the rock and delivering it for our customers, which reduces their carbon footprint

* Compared to 3-inch/1.5-lb commodity poly foam encasement
 ** Compared to 1-inch/1.8-lb commodity poly base foam

Enhancing Our Processes



Focus on resource efficiency, waste reduction, and renewables protects environment and reduces costs

Steel

- In 2022, 92% of the steel rod we produced is from steel scrap, of which the majority is post-consumer
- Dust created from our rod mill's electric arc furnace is redirected from landfill disposal to processing in a kiln where zinc and heavy metals are recovered. ~1,600 tons of zinc was reclaimed, and the remaining kiln byproduct is used by the cement industry as a raw material, thereby eliminating a hazardous waste that previously required disposal.

Wood

- In 2022, our U.S. Spring business's spend with Forest Stewardship Council® (FSC®)-certified sources increased by approximately 4% to 76%
- We are increasing the use of FSC®-certified wood products in our Work Furniture business

Chemicals

- Specialty foam products meet the highest standards for chemical safety with CertiPUR-US® certification
- Our Specialty Foam and Flooring Products businesses have developed capabilities to replace petro-chemicals by processing specific renewable raw materials, such as soy and castor, into foam formulations

Plastic

- In our Automotive business, post-consumer-grade recycled nylon and plastic are used to manufacture components
- An operation in our Work Furniture business uses more than 420 tons of 100% post-consumer plastics and post-industrial waste each year to create high-quality structural components

Foam Scrap

- In our Flooring Products business, the bonded carpet cushion we produce is primarily from repurposed foam that is sourced from foam manufacturers across the U.S., including our Specialty Foam business

Conservation

- Lighting improvement projects avoided 1,100 metric tons of CO₂ equivalents and 2.8 million kWh saved annually
- Right-sizing our light-duty private passenger fleet in 2022 will result in an annual average reduction of 55,000 gallons of gasoline or ~486 metric tons of carbon dioxide-equivalent emissions

Corporate Governance



Board Independence

- Lead Independent Director with significant responsibilities
- Independent Board (9 of 10 directors are independent)
- All Board committees are composed of independent directors
- Independent directors conduct regular executive sessions called by the Lead Independent Director

Board Practices

- Annual Board and committee assessments
- Risk oversight and strategic planning by full Board and committees
- Independent director service limited to three additional Boards

Board Accountability

- Annual election of all directors
- Majority vote standard to elect directors
- Proxy access right for shareholders
- Shareholders can call special meetings
- Positive annual say-on-pay vote
- Board reviews evolving shareholder feedback

Compensation / Ownership

- Robust stock ownership guidelines for all Directors and Executive Officers
- Clawback policy in place
- Maintain restrictions on hedging and pledging shares of our stock
- Double trigger equity vesting provisions in place for change in control
- No repricing of options or cash buyouts
- No tax gross-ups

Board of Directors



5 new independent directors since 2018

33% of independent directors are women

4 directors identify as racial / ethnic minorities

33% of governing committees chaired by women

Angela Barbee

Former SVP – Technology and Global R&D at Weber
Director since: 2022



Knowledge of manufacturing, engineering, management, and operations in the consumer and automotive industries

Mark A. Blinn

Retired President & CEO at Flowserve
Director since: 2019



Leadership experience in operations and finance, as well as strategic planning and risk management; Public company Board experience

Robert E. Brunner

Lead Independent Director, Retired Executive VP at Illinois Tool Works
Director since: 2009



Experience at ITW provides insight on automotive strategy, business development, M&A, operations, and international issues

Mary Campbell

Retired President – vCommerce Ventures at Qurate Retail
Director since: 2019



Knowledge in consumer driven product innovation, marketing and brand building, and traditional and media platforms

Manuel A. Fernandez

Managing Director at SI Ventures
Director since: 2014



CEO experience and public board experience offers insight into corporate strategy and development, IT and international growth

Karl G. Glassman

Chairman & CEO
Director since: 2002



Brings knowledge of the Company's operations, strategy and governance, as well as its customers and end markets

Joseph W. McClanathan

Retired President & CEO, Household Products Division at Energizer
Director since: 2005



Brings perspective to the Board on manufacturing operations, marketing and development of international capabilities

Srikanth Padmanabhan

VP & President – Engine Business Segment at Cummins
Director since: 2018



Knowledge of automotive and industrial industries; Experience in operations and innovation at a multi-billion-dollar business

Jai Shah


Group President at Masco
Director since: 2019



Perspective on issues such as growth strategy development and implementation, talent management, and adapting to market innovations

Phoebe A. Wood

Retired Vice Chair & CFO at Brown-Forman
Director since: 2005



Understanding of the strategic, financial and accounting issues the Board addresses in its oversight role

Committees: Audit Human Resources & Compensation Nominating, Governance & Sustainability

Through the years, Leggett & Platt has earned a reputation for honesty and integrity. Our long history of high-quality earnings, financial transparency and conservative accounting practices evidence fundamental values held throughout the company. These values are reflected in our policies and shape our practices as we strive to maintain the confidence and trust of our shareholders, customers, and employees.

Our Corporate Governance Principles

The Board of Directors and management of Leggett & Platt are committed to solid principles of good governance. The Board-approved **Corporate Governance Guidelines** formalize that commitment. The Board evaluates these guidelines at least annually in consideration of evolving standards of corporate governance.

Board Composition and Leadership

Leggett's Board is made up of ten directors, nine of whom are independent as defined by the rules of the New York Stock Exchange. Karl Glassman serves as Board Chairman and Robert Brunner serves as the independent Lead Director. Our independent directors regularly meet without management present.

All of our key Board committees consist solely of independent directors. The Board of Directors has standing committees for **Audit, Human Resources and Compensation**, and **Nominating, Governance and Sustainability**, which operate under written charters approved by the Board.

Commitment to Ethical Conduct

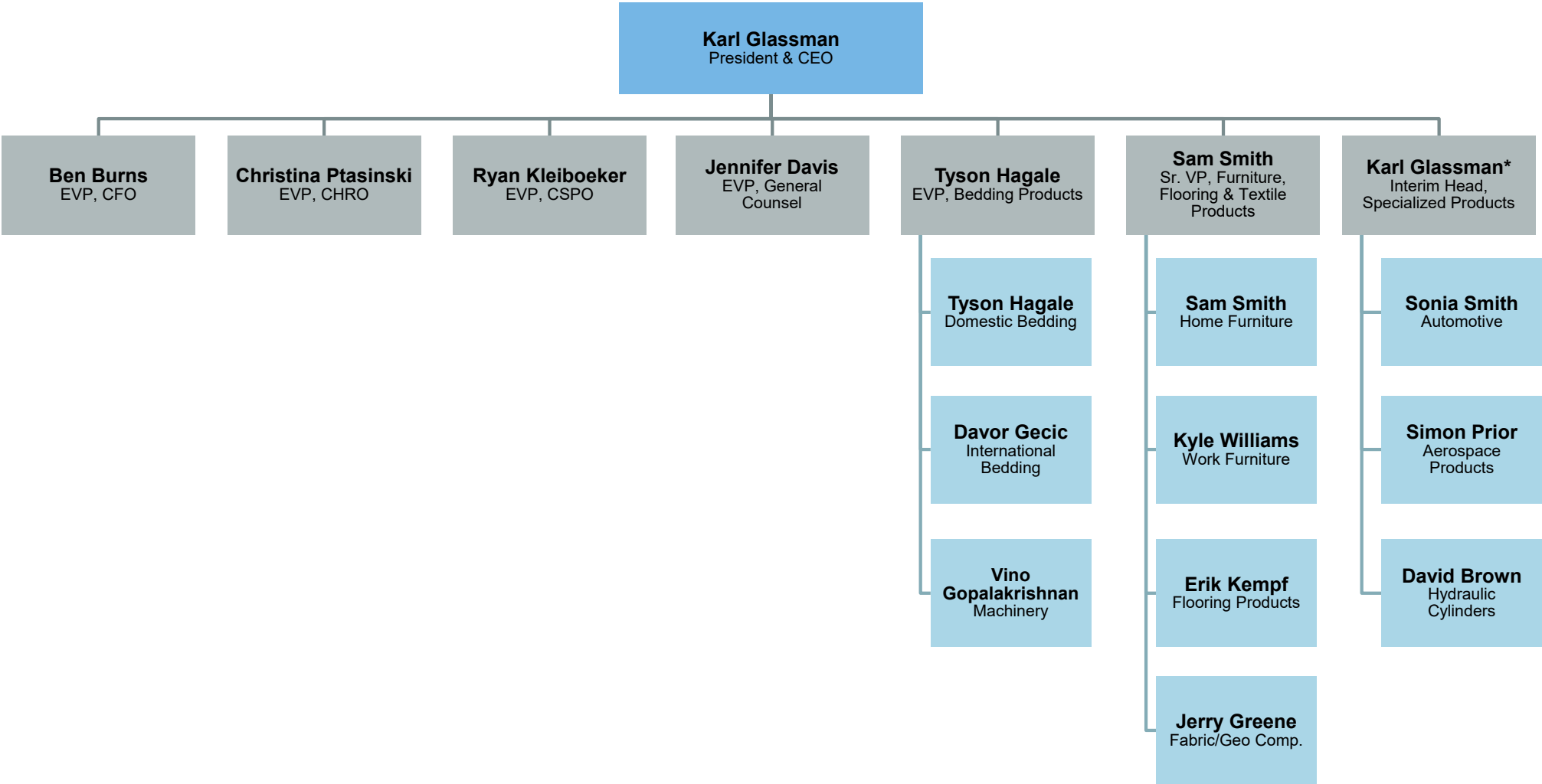
Companies are known by the reputation their directors and employees earn. Through the years, Leggett has set a high standard for honesty, integrity, and ethical conduct. In addition to continuously promoting an atmosphere for ethical conduct, the Board has adopted a **Code of Business Conduct & Ethics** that applies to all directors, officers, and employees. The Board also has adopted a **Code of Ethics for Financial Officers**.

Additional Information Available on Our Website

You will find these documents in the Governance section of Leggett's website at www.leggett.com/governance.

- Articles of Incorporation
- Bylaws
- An overview of each of the Board committees
- Charters for each of the Board committees
- Code of Business Conduct and Ethics
- Financial Code of Ethics
- Corporate Governance Guidelines
- Independence Standards for Directors
- Director Nomination Procedure
- Instructions about How to Contact the Audit Committee and the Board

LEGGETT & PLATT ORGANIZATION CHART



Directors of Leggett & Platt, Incorporated

June 2024



Angela Barbee, 58, was Senior Vice President–Technology and Global R&D of Weber Inc., a manufacturer of charcoal, gas, pellet, and electric outdoor grills and accessories, from 2021 until January 2022. She previously served as Vice President–Advance Development, Global Kitchen & Bath Group of Kohler Company from 2020 to 2021, and as Vice President–New Product Development and Engineering, Global Faucets from 2018 to 2020. Ms. Barbee served as Director–Global Creative Design Operations of General Motors from 2013 to 2017, and in various other capacities since 1994. Ms. Barbee holds a bachelor’s degree in mechanical engineering from Wayne State University, a master’s degree in mechanical engineering from Purdue University, and has completed the Executive Education Program in the Ross Business School at the University of Michigan. She was first elected as a director of the Company in 2022.



Mark A. Blinn, 62, was President and Chief Executive Officer and a director of Flowserve Corporation, a leading provider of fluid motion and control products and services for the global infrastructure markets, from 2009 until his retirement in 2017. He previously served Flowserve as CFO from 2004 to 2009 and Head of Latin America from 2007 to 2009. He serves as a director of Texas Instruments, Incorporated, Emerson Electric Co., and Globe Life Inc. He previously served as a director of Kraton Corporation. Mr. Blinn holds a bachelor’s degree, a law degree, and an MBA from Southern Methodist University. He was first elected as a director of the Company in 2019.



Robert E. Brunner, 66, Lead Director, was the Executive Vice President of Illinois Tool Works, Inc. (ITW), a multi-industrial manufacturer of advanced industrial technology, from 2006 until his retirement in 2012. He previously served ITW as President–Global Auto beginning in 2005 and President–North American Automotive from 2003. He serves as the independent Board Chair of Lindsay Corporation and previously served as a director of NN, Inc. Mr. Brunner holds a degree in finance from the University of Illinois and an MBA from Baldwin-Wallace College. He was first elected as a director of the Company in 2009.



Mary Campbell, 57, served as President, vCommerce Ventures of Quorate Retail, Inc., from 2022 until her retirement at the end of 2023. Quorate Retail is comprised of a select group of retail brands and is a leader in video commerce, a top-10 ecommerce retailer, and a leader in mobile and social commerce. During her more than 20 years with the company, she has served as Chief Content, Digital, and Platforms Officer of QxH, a segment of Quorate, from 2021 to 2022, Chief Merchandising Officer of Quorate Retail Group and Chief Commerce Officer of QVC US from 2018 to 2021, Merchandising and Interactive Officer in 2018, Chief Interactive Experience Officer from 2017 to 2018, and Executive Vice President, Commerce Platforms for QVC from 2014 to 2017. She serves as a director of Kontor Brands, Inc. Ms. Campbell holds a bachelor’s degree in psychology from Central Connecticut State University. She was first elected as a director of the Company in 2019.



Manuel A. Fernandez, 78, co-founded SI Ventures, a venture capital firm focusing on IT and communications infrastructure, and has served as the managing director since 2000. His previous positions include Chairman, President, and CEO at Gartner, Inc., and CEO of Dataquest, Gavilan Computer Corporation, and Zilog Incorporated. He currently serves as the lead independent director of Performance Food Group Company. He was previously the non-executive chairman of Brunswick Corporation. Mr. Fernandez holds a degree in electrical engineering and completed post-graduate work in solid-state engineering at the University of Florida. He was first elected as a director of the Company in 2014.



Karl G. Glassman, 65, Chairman, was appointed President and Chief Executive Officer in May 2024. He served as the Company’s Executive Chairman of the Board from 2022 until May 2023 and was first appointed Chairman of the Board in 2020, a position he continues to hold. He previously served the Company as Chief Executive Officer from 2016 to 2021, President from 2013 to 2019, Executive Vice President from 2002 to 2013, Chief Operating Officer from 2006 to 2015, President of the Residential Furnishings Segment from 1999 to 2006, Senior Vice President from 1999 to 2002, and in various capacities since 1982. Mr. Glassman holds a degree in business management and finance from California State University–Long Beach. He previously served on the Board of Directors of the National Association of Manufacturers. He was first elected as a director of the Company in 2002.



Joseph W. McClanathan, 71, served as President and Chief Executive Officer of the Household Products Division of Energizer Holdings, Inc., from 2007 through his retirement in 2012. He previously served as President and Chief Executive Officer of the Energizer Battery Division from 2004 to 2007, President–North America from 2002 to 2004, and as Vice President–North America from 2000 to 2002. He serves as a director of Brunswick Corporation. Mr. McClanathan holds a degree in management from Arizona State University. He was first elected as a director of the Company in 2005.



Srikanth Padmanabhan, 60, serves as Executive Vice President and President, operations Cummins Inc., a global manufacturer of engine and power solutions. He previously served as President of its Engine segment from 2016 to 2023, Vice President–Engine Business from 2014 to 2016, Vice President and General Manager of Emission Solutions from 2008 to 2014, and in various other capacities since 1991. Mr. Padmanabhan holds a degree in mechanical engineering from the National Institute of Technology, a doctorate in mechanical engineering from Iowa State University, and completed the Advanced Management Program at Harvard Business School. He was first elected as a director of the Company in 2018.



Jai Shah, 58, serves as a Group President of Masco Corporation, a Fortune 500 global leader in the design, manufacture, and distribution of branded home improvement and building products. He previously served as President of Delta Faucet Company, a Masco business unit, from 2014 to 2018, Vice President and Chief Human Resource Officer from 2012 to 2014, and in various other capacities at Masco since 2003. Mr. Shah is a Certified Public Accountant and holds bachelor’s and master’s degrees in accounting from the University of Waterloo and an MBA from the University of Michigan. He was first elected as a director of the Company in 2019.



Phoebe A. Wood, 71, has been a principal in CompaniesWood, a consulting firm specializing in early stage investments, since 2008. She served as Vice Chairman and Chief Financial Officer, and in other capacities at Brown-Forman Corporation from 2001 until 2008. Ms. Wood previously held various positions at Atlantic Richfield Company from 1976 to 2000. Ms. Wood is a director of Invesco, Ltd. and PPL Corporation. She holds a degree in psychology from Smith College and an MBA from UCLA. She was first elected as a director of the Company in 2005.

Key Board Committees:

Audit	Wood (Chair), Barbee, Blinn, Campbell, Padmanabhan, Shah
Human Resources and Compensation	Shah (Chair), Barbee, Blinn, Brunner, Fernandez, McClanathan
Nominating, Governance and Sustainability	McClanathan (Chair), Brunner, Campbell, Fernandez, Padmanabhan, Wood

Management, Leggett & Platt, Incorporated

June 2024

Karl G. Glassman, 65, President and Chief Executive Officer

Karl Glassman was appointed President and Chief Executive Officer in 2024 and Board Chairman in 2020. He served as the Company's Executive Chairman of the Board until his retirement in May 2023. He previously served the Company as Chief Executive Officer from 2016 to 2021, President from 2013 to 2019, Executive Vice President from 2002 to 2013, Chief Operating Officer from 2006 to 2015, President of the Residential Furnishings Segment from 1999 to 2006, Senior Vice President from 1999 to 2002, and in various capacities since 1982.

Benjamin M. Burns, 46, Executive Vice President and Chief Financial Officer

Ben Burns was appointed Executive Vice President and Chief Financial Officer in June 2023. He previously served as Executive Vice President–Business Support Services since February 2023, as Senior Vice President–Business Support Services in 2022, Vice President–Business Support Services from 2019 to 2022, Vice President, Treasurer from 2017 to 2019, Vice President, Internal Audit & Due Diligence from 2012 to 2017, and in various other auditing capacities since 2003.

Jennifer J. Davis, 48, Executive Vice President–General Counsel

Jennifer Davis was appointed Executive Vice President–General Counsel in January 2024. She previously served as Vice President–Deputy General Counsel from 2020 to 2023, as Deputy General Counsel from 2015 to 2020, and as Associate General Counsel and Chief Litigation Counsel from 2012 to 2022, and in various other legal roles since 2006. Prior to joining the Company, she practiced law at Stinson LLP.

J. Tyson Hagale, 47, Executive Vice President, President–Bedding Products

Tyson Hagale was appointed Executive Vice President, President–Bedding Products in February 2023. He previously served as Senior Vice President, President–Bedding Products from 2021 to 2023, Commercial Vice President for Domestic Bedding from 2020 to 2021, President of the Home Furniture Group in 2020, President of the Furniture Hardware Division from 2018 to 2020, and in various roles of increasing responsibility in the Company's bedding and furniture businesses since 2011. He joined Leggett in 2001 as a member of the Corporate Development Department and served in a variety of financial and strategic roles during his first ten years with the Company.

Ryan M. Kleiboeker, 46, Executive Vice President–Chief Strategic Planning Officer

Ryan Kleiboeker was appointed Executive Vice President–Chief Strategic Planning Officer in February 2024. He previously served as Senior Vice President–Chief Strategic Planning Officer from 2023 to 2024, Vice President–Corporate Development and Financial Planning since 2020, held roles within the Company's operations from 2016 to 2020, including Director of Finance and Business Development for the Specialized and Furniture, Flooring, and Textile Products segments, and served as Director of Corporate Development in 2015 and in various other roles since 2005. Prior to joining the Company, he held positions at KPMG LLC and Citadel LLC.

Christina Ptasinski, 64, Executive Vice President–Chief Human Resources Officer

Christina Ptasinski was appointed Executive Vice President–Chief Human Resources Officer in February 2023, and previously served as Senior Vice President–Chief Human Resources Officer since 2021. She joined the Company with over 20 years of human resources leadership experience, most recently as Senior Vice President HR for CEVA Logistics, where she previously served as Head of Global HR Performance. Prior to that, she was the Chief Human Resources Officer for Crane Worldwide Logistics.

Sam Smith, 56, Senior Vice President, President–Furniture, Flooring & Textile Products

Sam Smith was appointed Senior Vice President, President–Furniture, Flooring & Textile Products in April 2024. He previously served as President–Home Furniture, from 2020 to 2024, and in several operational roles of increasing responsibility within the Home Furniture group since joining Leggett in 2014. Prior to joining the Company, he held various leadership, sales, and engineering roles at other manufacturing and service companies.

Tammy M. Trent, 57, Senior Vice President–Chief Accounting Officer

Tammy Trent was appointed Senior Vice President in 2017 and has served as Chief Accounting Officer since 2015. She previously served as Vice President from 2015 to 2017 and Staff Vice President, Financial Reporting from 2007 to 2015. She has served the Company in a series of progressively more responsible financial capacities since 1998.